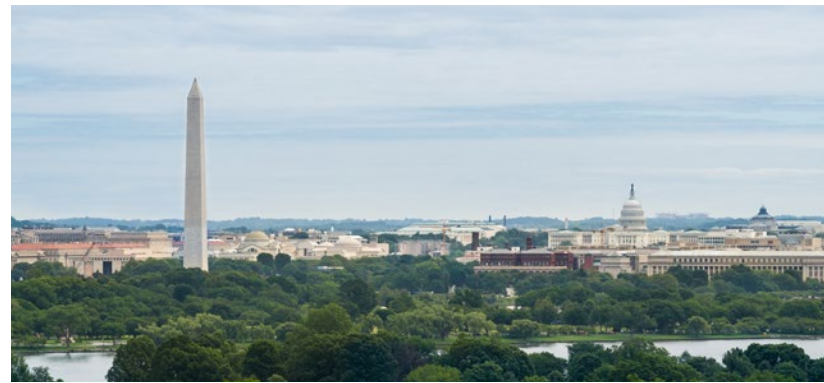
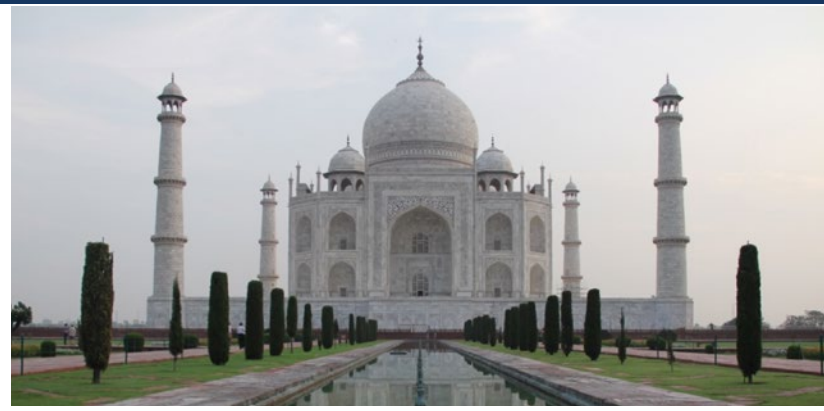


# RECOGNITION AND APPRECIATION in a Culture of Change



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**Recognition and appreciation** play a major role in our society.

Historic landmarks, from the Taj Mahal in India, to the Arc de Triomphe in France, and the Washington Monument in the United States, were massive projects that were all undertaken to express appreciation for the contributions of great leaders and accomplishments.

Recognition and appreciation are also vitally important in the workforce as organizations and their employees struggle to adapt to rapid change.

It's important that organizations build a culture of recognition and appreciation, which plays an increasingly important role in employee retention, attraction and engagement. Recognition takes employees from Good Work to Great Work and has the greatest influence on helping employees feel valued.

## Organizational Disruption

In a business environment in which employees endure a climate of workplace disruption because of a variety of business factors, creating a rich culture that encourages great work through recognition and appreciation can be the difference between success and failure.

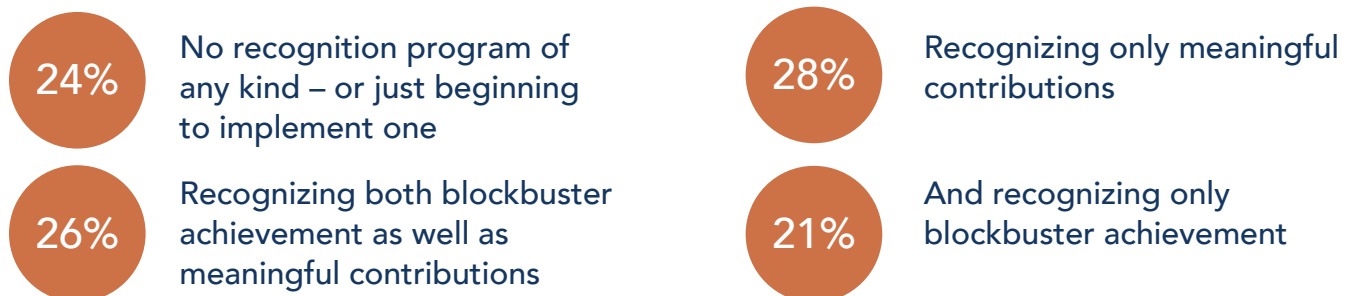
- Culture is an invisible social operating system and the central nervous system of not only societies, but of organizations
- Culture governs values, beliefs, behaviors, and missions
- Culture influences the way of being in every tribe, every group, every team, every organization
- Culture has a much greater effect on people than they themselves understand
- Culture is not static. It shifts and morphs, it evolves



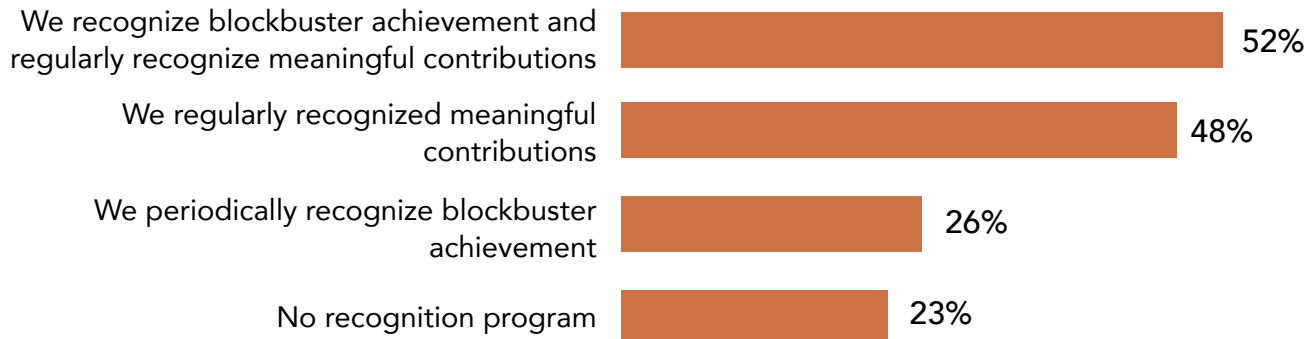
## Recognition Increases Engagement

In all regions of the world, employee engagement levels increase when recognition practices are viewed as strong compared to weak. Unfortunately, only about one-third of organizations report that at least 60% of their employees are highly engaged, according to Brandon Hall Group's 2018 *Employee Engagement Study*. Clearly, employers have a lot of room for improvement in creating cultures rich with recognition and appreciation of their employees' work.

**The Brandon Hall Group research showed that organizations were almost evenly split between four levels of recognition:**

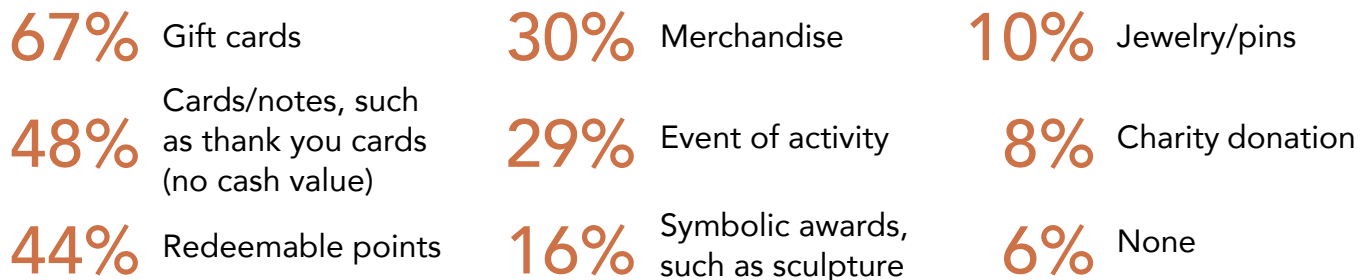


As the bar graph shows, organizations that recognized both larger and small achievements were significantly more likely to see increased year-over-year employee engagement.



Source: 2017 Brandon Hall Group Performance Management Study

## Most-Preferred Rewards for Recognizing Performance



Source: 2017 Brandon Hall Group Rewards and Recognition Study

Many organizations, often through the use of rewards and recognition technology, choose to offer some sort of formal reward – ranging from gift cards to redeemable points, merchandise, an event or activity, or other type of physical gift. Any type of recognition is helpful, and each organization should choose the mix that is the best fit for their culture and the needs and desires of their workforce.

But it is important not to overlook simple, straightforward, in-the-moment, person-to-person, positive feedback from manager to employee, or peer to peer. That type of recognition, done with consistency, can go a long way toward building a rich culture of recognition and appreciation, which can drive performance through the roof.

## Authors and Contributors



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**Rachel Cooke** ([rachel.cooke@brandonhall.com](mailto:rachel.cooke@brandonhall.com)) is Brandon Hall Group's Chief Operating Officer and Principal HCM Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 15 years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.



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## About Brandon Hall Group

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SOME WAYS  
WE CAN HELP

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