

Recognition and Appreciation in a Culture of Change



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Talent Acquisition



Workforce Management



Open Surveys

- ***Leadership Development***
- ***Hiring Practices***
- ***Succession Management***
- ***Talent Acquisition Analytics***

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If you would like to join a panel of survey takers, please contact us at success@brandonhall.com



How to Ask Questions



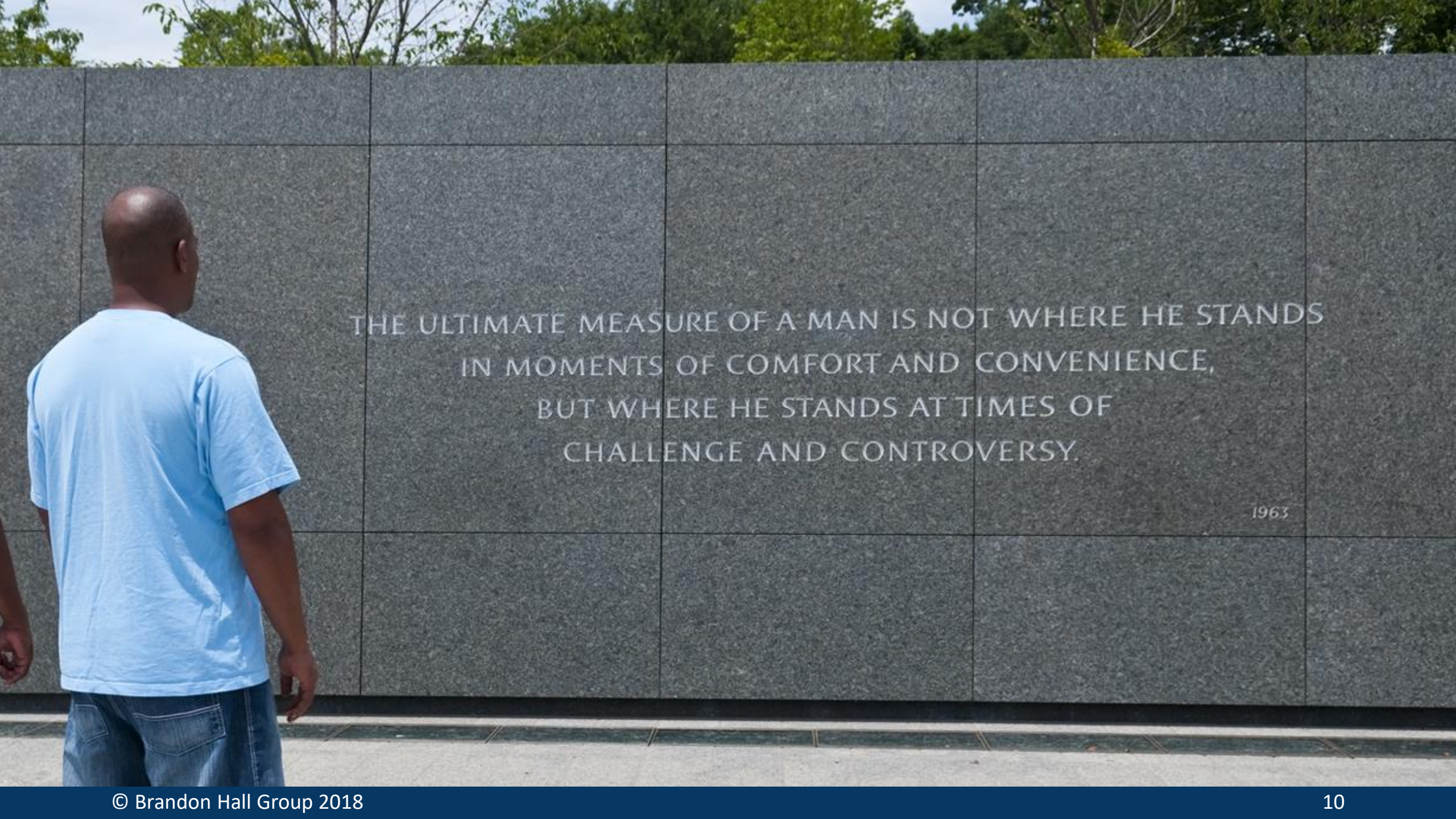
- Submit your *questions* or *comments* about the discussion to our presenters using the **Questions** tab on your control panel.
- Presentation *slides* and *giveaways* can be found in the **Handouts** tab on your control panel.

Access to the Recording & Slides will also be sent out after the webinar.









THE ULTIMATE MEASURE OF A MAN IS NOT WHERE HE STANDS
IN MOMENTS OF COMFORT AND CONVENIENCE,
BUT WHERE HE STANDS AT TIMES OF
CHALLENGE AND CONTROVERSY.

1963

Organizational Disruption

Percent of employees experiencing “extended layoffs, declining sales, or other indications of weakening performance” in the past 12 months.

30%

Culture is powerful.

Global Culture Study – Q3, 2017

1

Analysis of 40 culture models & studies

2

Developed a culture assessment framework

3

Qualitative focus group testing in 6 countries

4

Quantitative survey research on 6 continents, in 12 countries
9,600 people

Collaboration with professors at Harvard Business School, and Y2 Research firm

Talent Magnets

Employees are attracted to work for, engage with, and remain at organizations that excel in these 6 areas.



Talent Magnets

Influence of Recognition

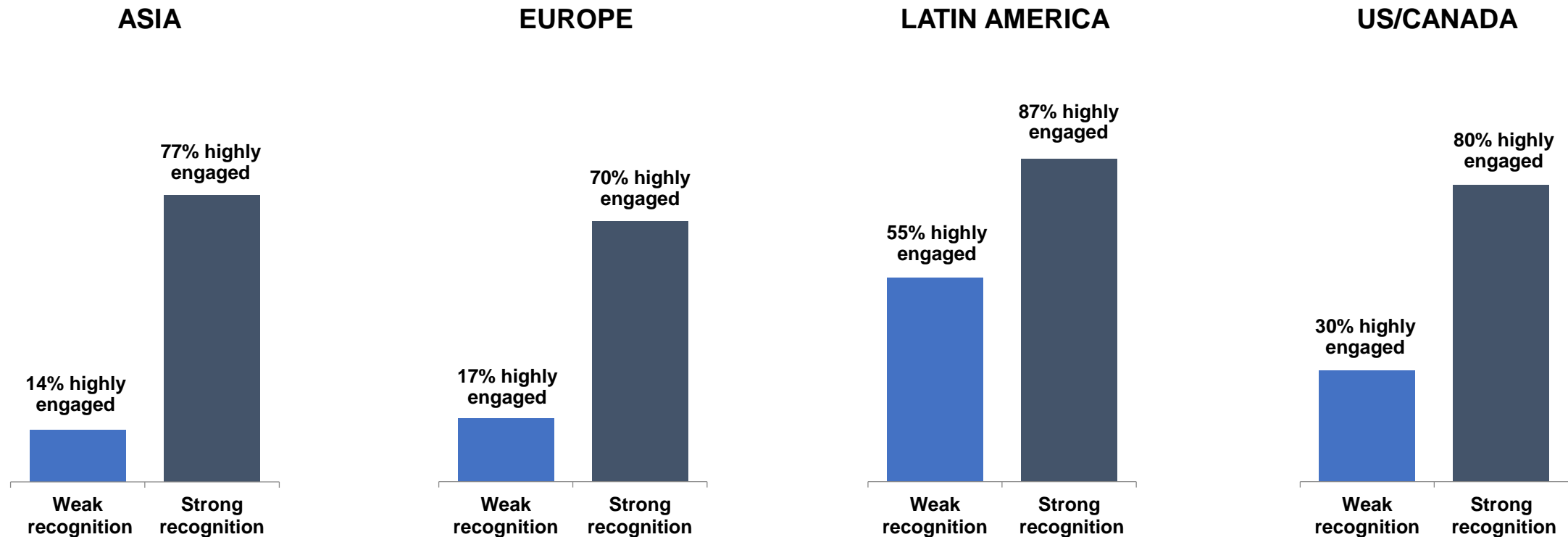


O.C. TANNER INSTITUTE

Source: O.C. Tanner Institute: Impact of Giving, Receiving, and Observing Recognition 2016

Recognition Increases Engagement

In all regions of the world we see the same universal trend, employee engagement levels increase when recognition practices are viewed as strong compared to weak.



O.C. TANNER INSTITUTE
EFFECT OF EMPLOYEE RECOGNITION ON EMPLOYEE ENGAGEMENT, 2013

Engaged...in what?

great work

good work



Image courtesy of Virgin Trains

**Screw average.
Create amazing.**



Brand Ingredients

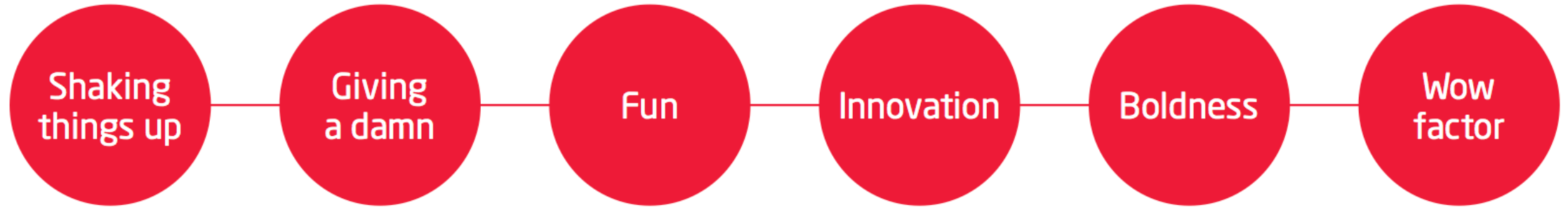
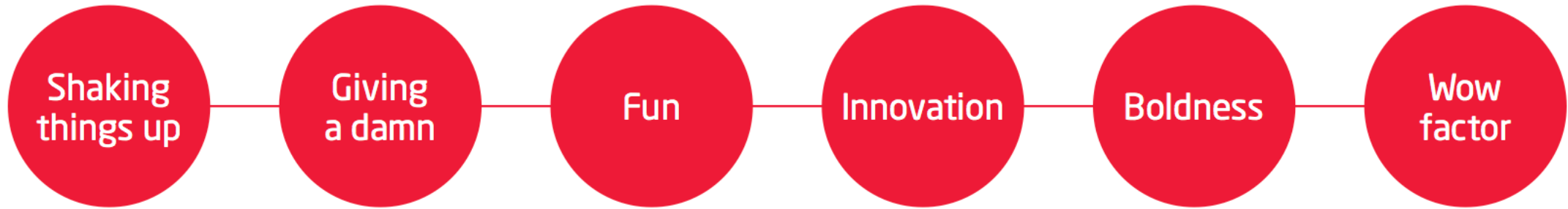


Table Stakes

Safety	Reliability	Environment	Experience	Convenience	Information	Value
Safest train operator	Reliable, punctual, seamless journeys	Clean and safe trains and stations	People focus - customers and us for excellent customer care with a smile	Convenience, efficiency. (Short queueing times, seats available if reserved etc)	Relevant, timely and accurate information	Accessible value for money





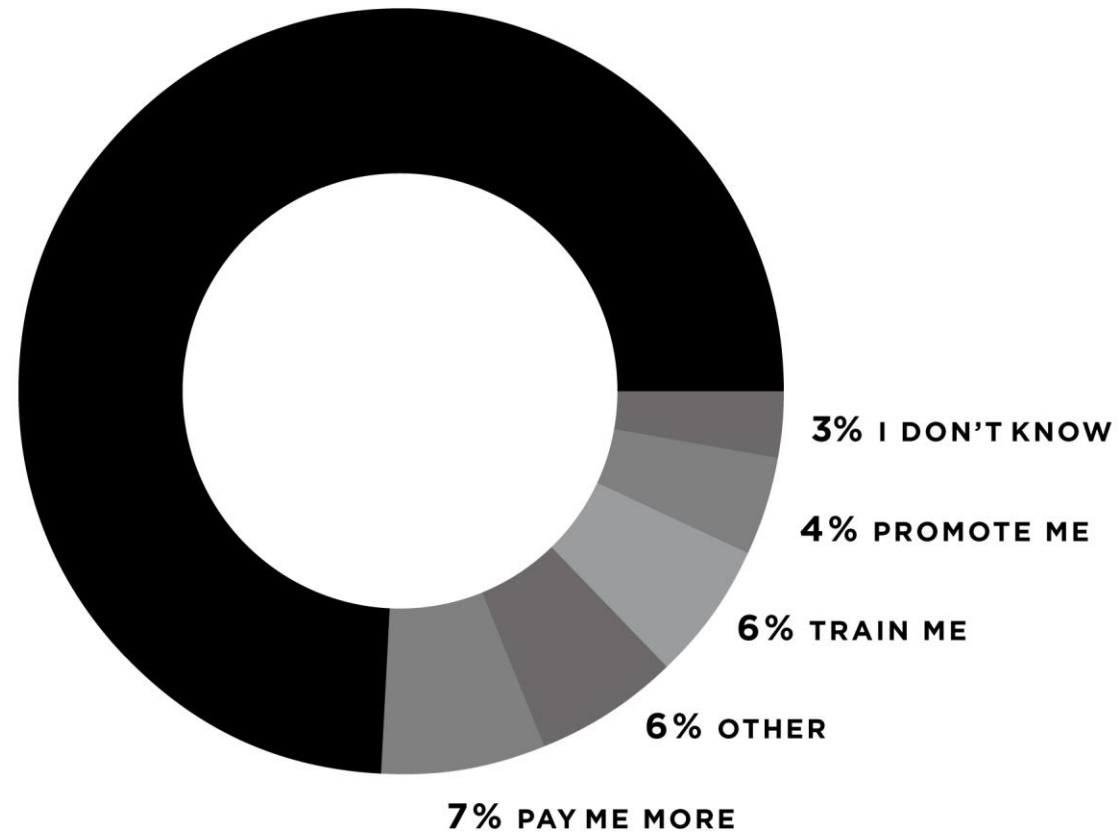
Shaking things up	Giving a damn	Fun	Innovation	Boldness	Wow factor
<ul style="list-style-type: none"> • Quirky, spontaneous, different • Free-thinking and individual • Extraordinary - never mediocre • Adrenaline 	<ul style="list-style-type: none"> • Empowered and responsive people, working together • Intuitive and flexible • People not (just) protocol • Doing the absolute best for people, doing the right thing 	<ul style="list-style-type: none"> • Banter, laughter, surprise • Genuine warmth • Playful and joyful 	<ul style="list-style-type: none"> • Clever, creative, inventive • Always trying to change things for the better • Ideas from everywhere in the organisation, quickly put in to practice • Thinking beyond the train 	<ul style="list-style-type: none"> • Challenging and daring • Belief that possibilities are endless • Part of something bigger • "Screw it let's do it" 	<ul style="list-style-type: none"> • Cool, stylish, proud • Exciting, witty, upbeat • Full of verve and life • We are the entertainment



**What is the most important
thing your manager or
company does (or could do)
to cause you to produce
Great Work?**

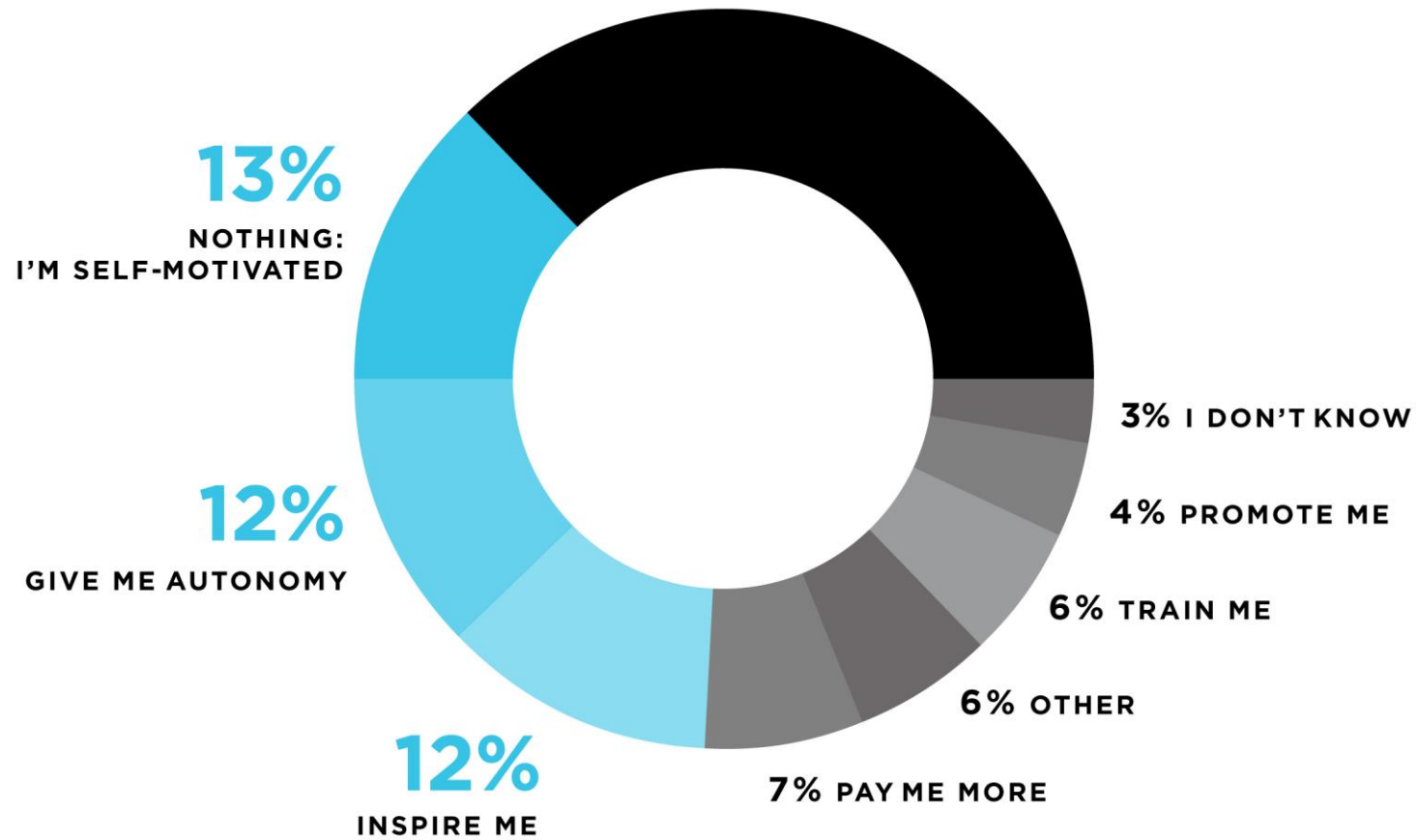


WHAT CAUSES GREAT WORK?



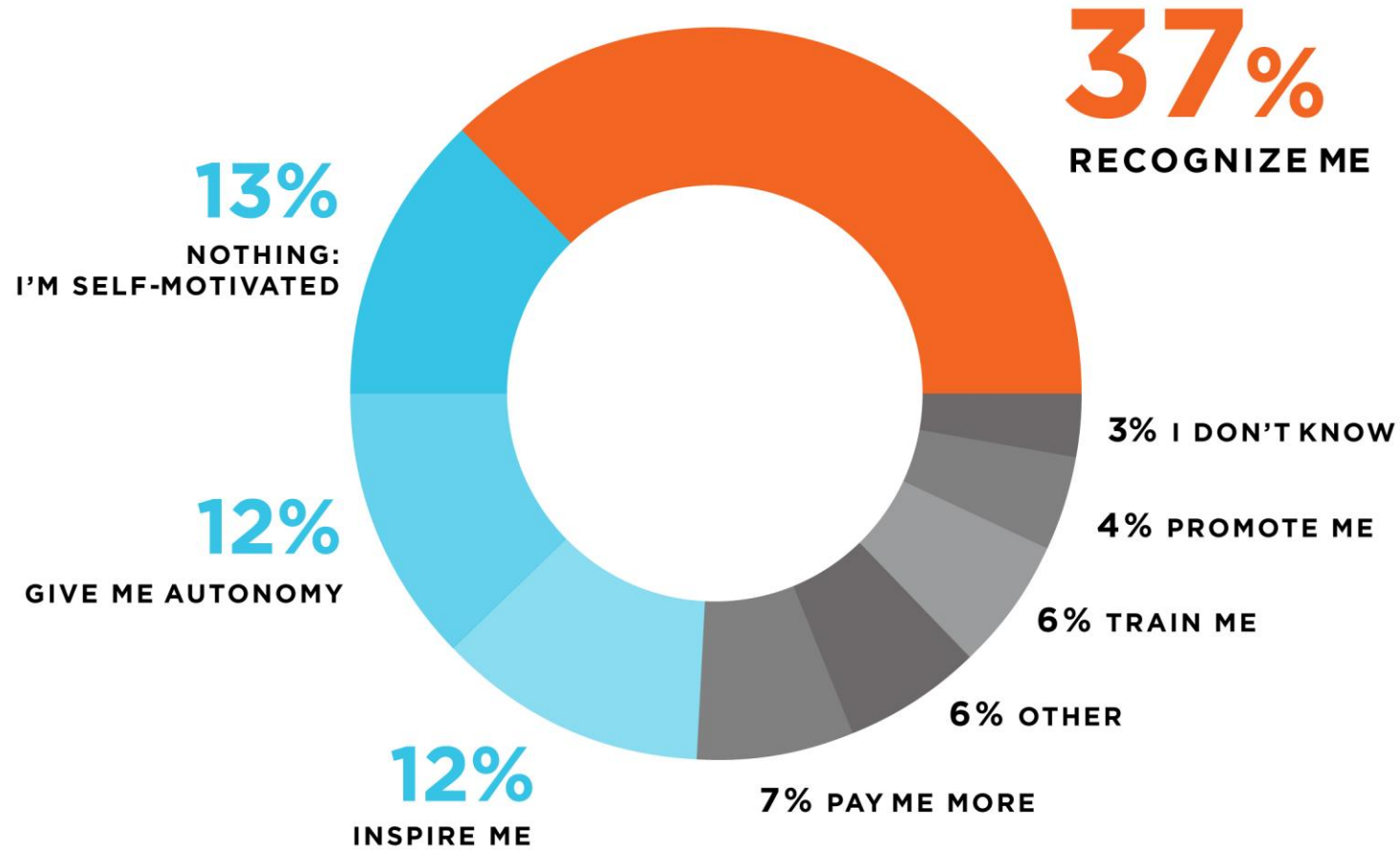
O.C. TANNER INSTITUTE,
WHAT CAUSES GREAT WORK STUDY, 2015

WHAT CAUSES GREAT WORK?



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WHAT CAUSES GREAT WORK STUDY, 2015

WHAT CAUSES GREAT WORK?



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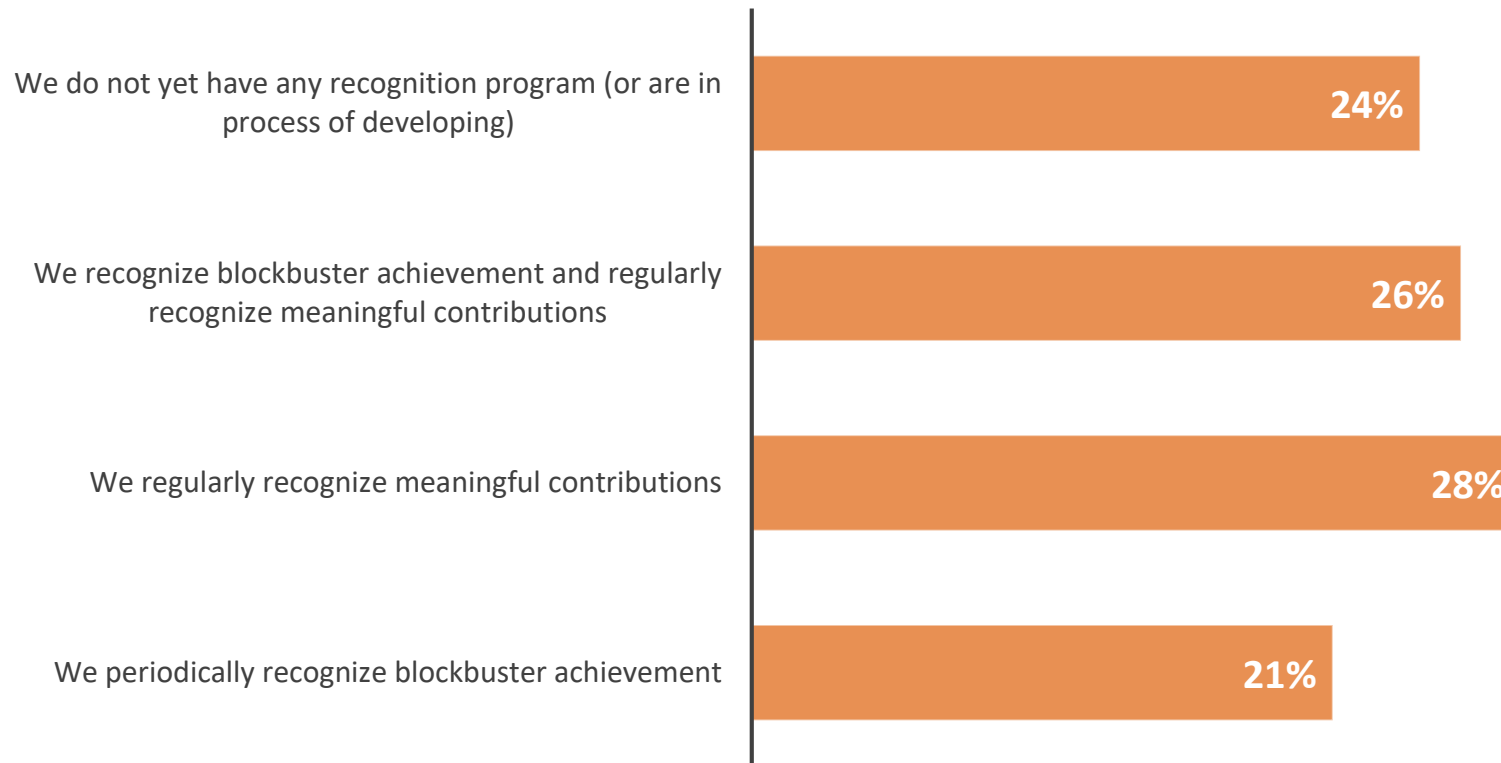
Polling Question

Which of the following comes closest to describing how your organization recognizes employees who demonstrate top performance?

- A. We recognize blockbuster achievement.
- B. We recognize meaningful contributions.
- C. We recognize both blockbuster achievements and meaningful contributions.
- D. No recognition program, or just developing one.

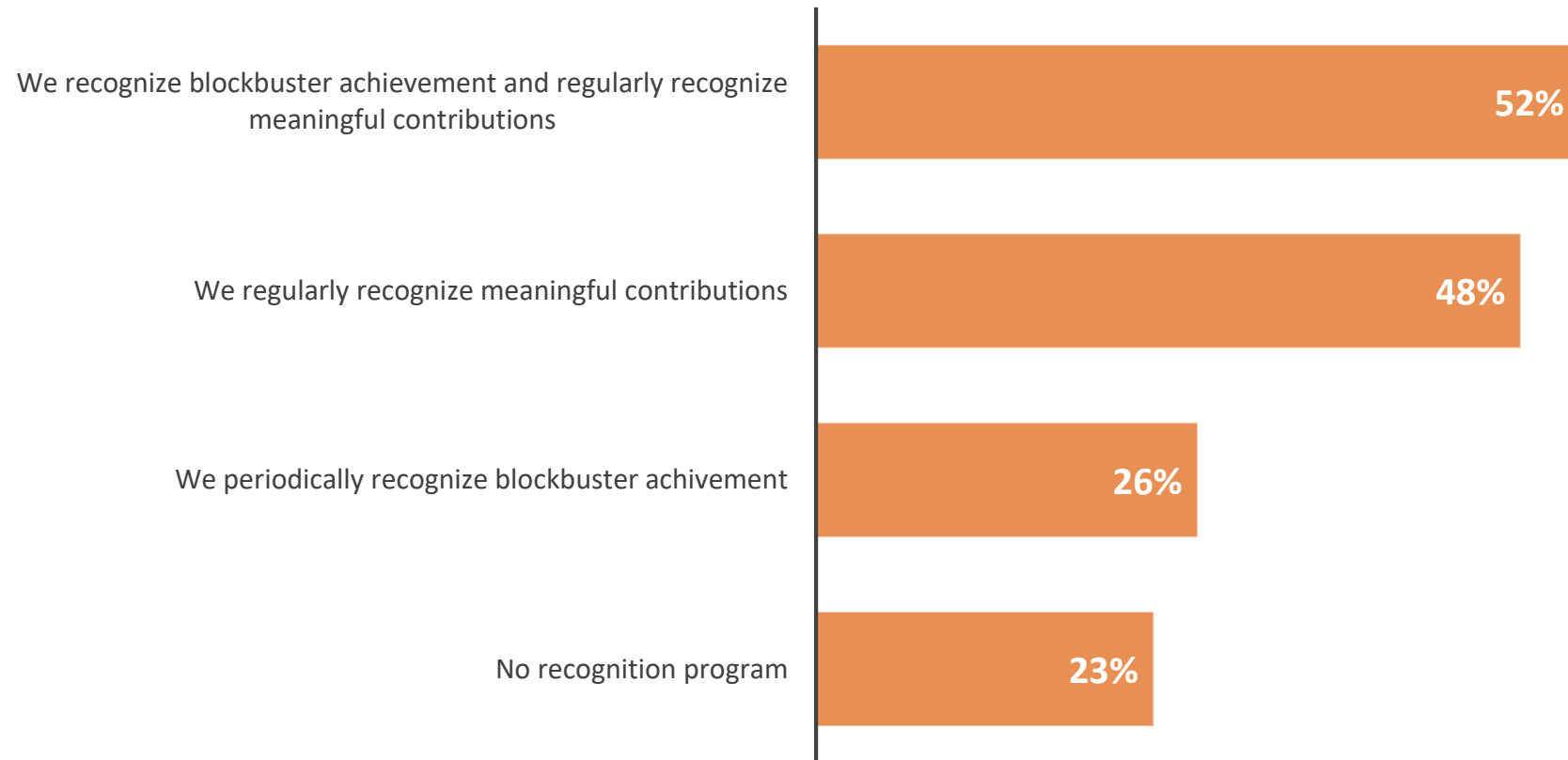
How Organizations Recognize Performance

Which of the following comes closest to describing how your organization goes about recognizing employees who demonstrate top performance?



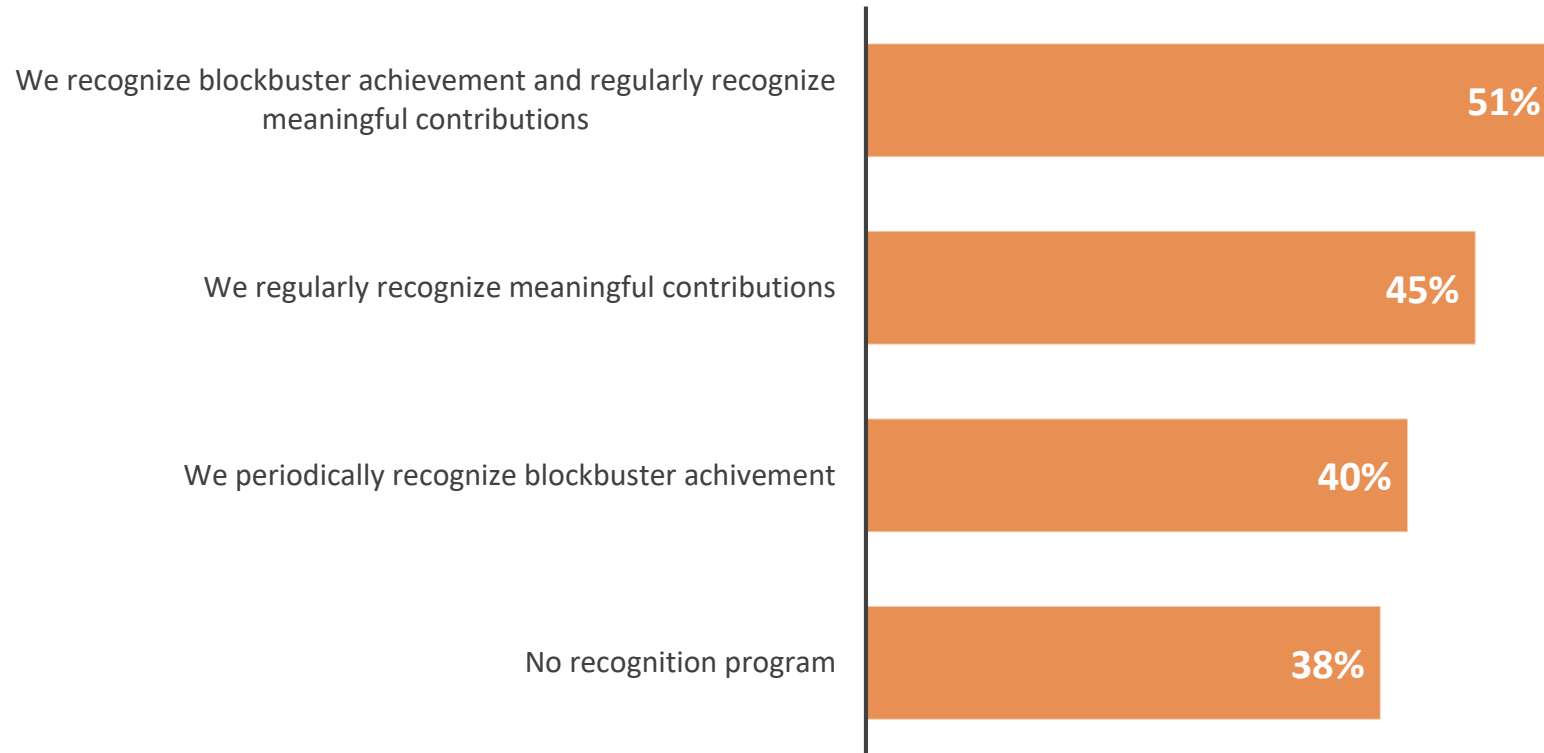
Source: 2017 Brandon Hall Group Performance Management Study

Recognition and Increased Engagement



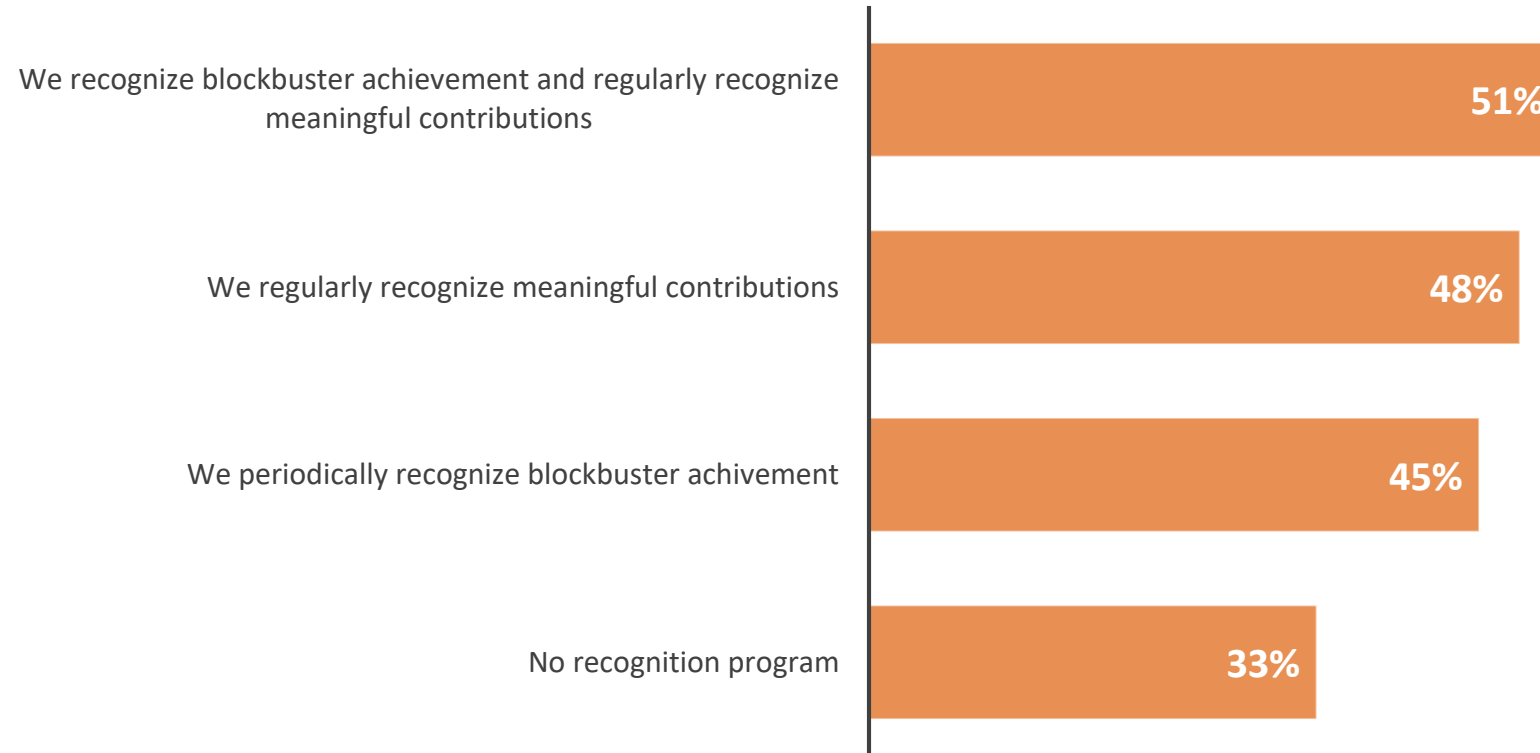
Source: 2017 Brandon Hall Group Performance Management Study

Recognition and Increased Customer Satisfaction



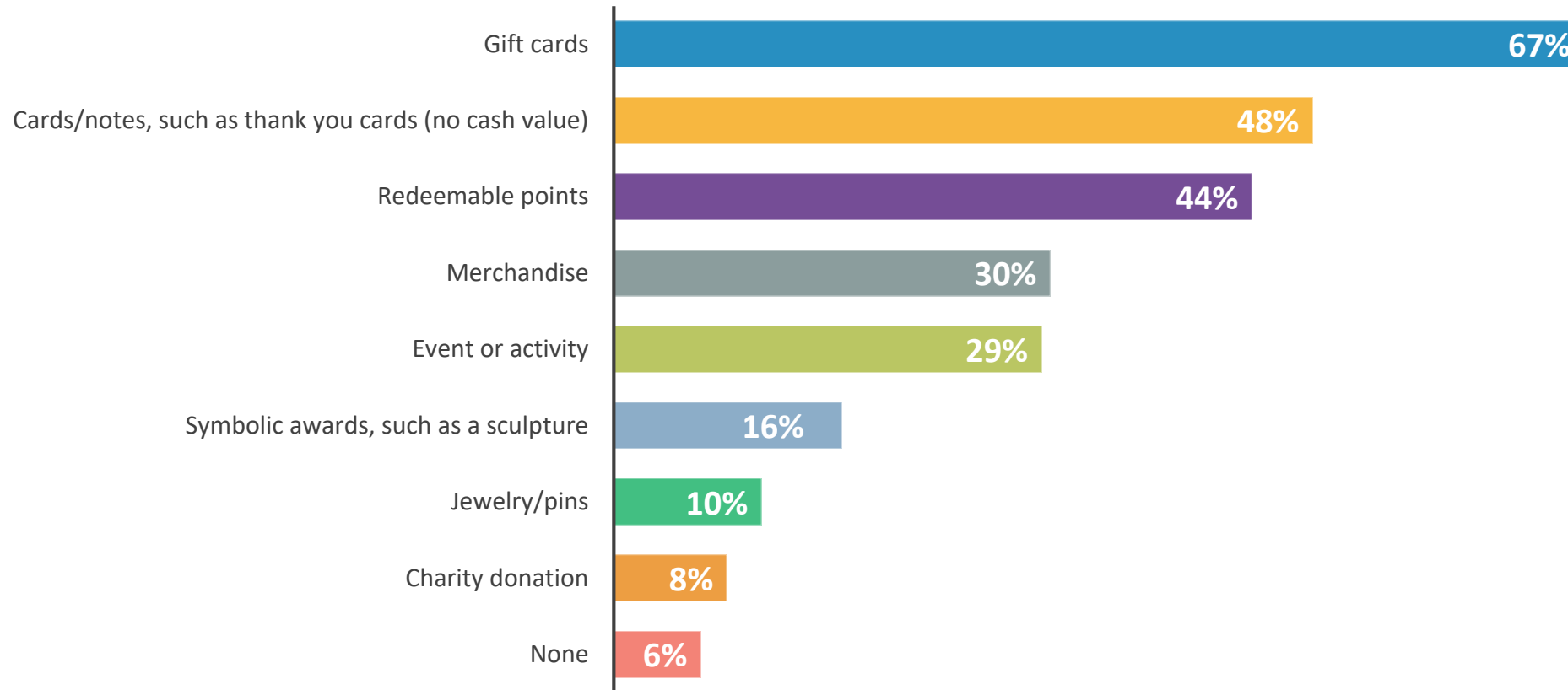
Source: 2017 Brandon Hall Group Performance Management Study

Recognition and Increased Revenue

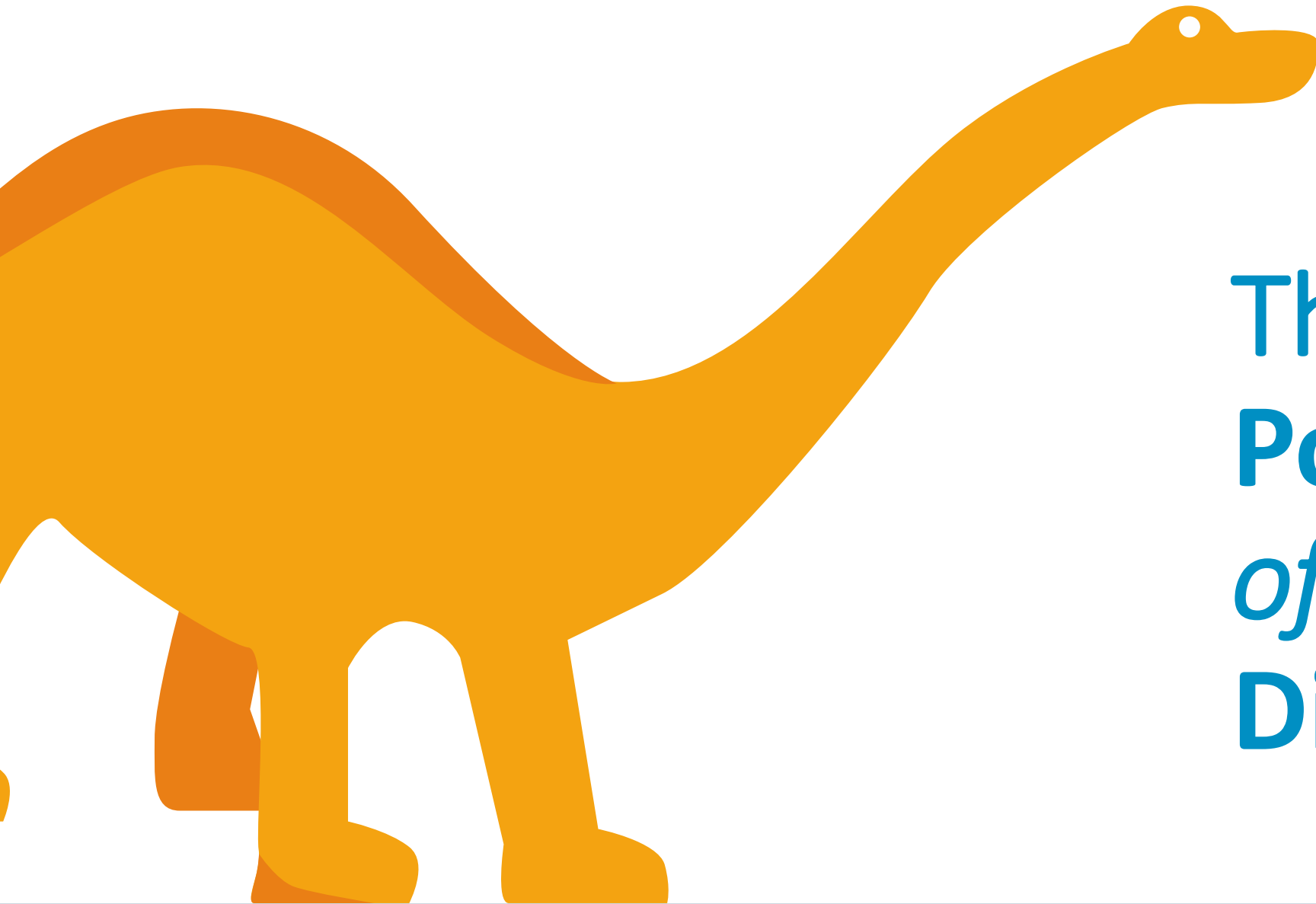


Source: 2017 Brandon Hall Group Performance Management Study

Most-Preferred Rewards for Recognizing Performance

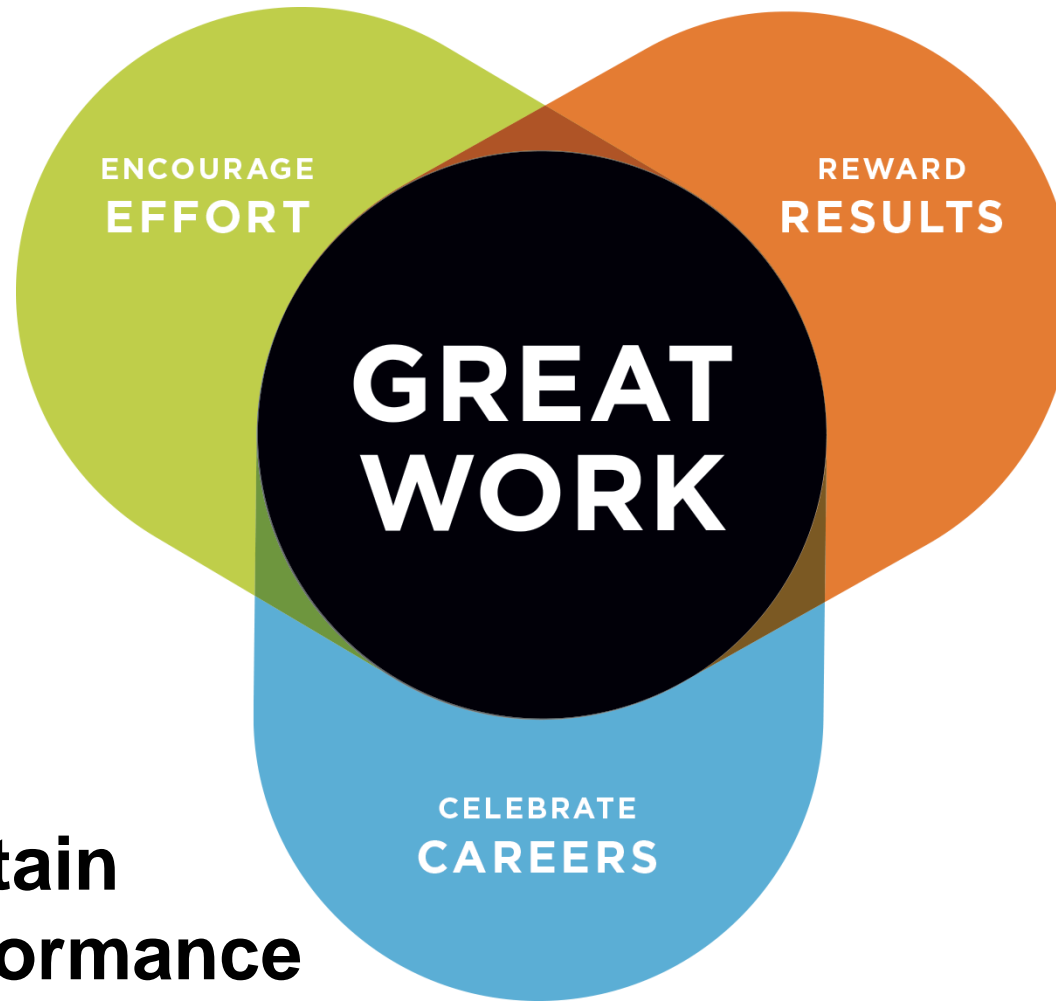


Source: 2017 Brandon Hall Group Rewards and Recognition Study



The Power *of* Dinosaurs

**Fuel daily
value-creating
activities**



**Focus on
outcomes that
drive results**

**Sustain
performance
over a career**



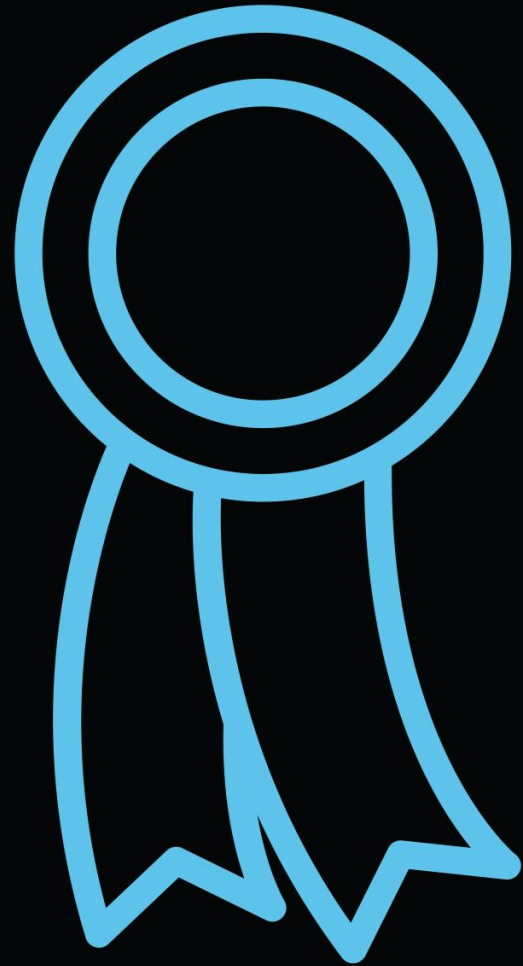
FREQUENT



TIMELY



INCLUSIVE



PERFORMANCE BASED

Recognition's Multiplier Effect



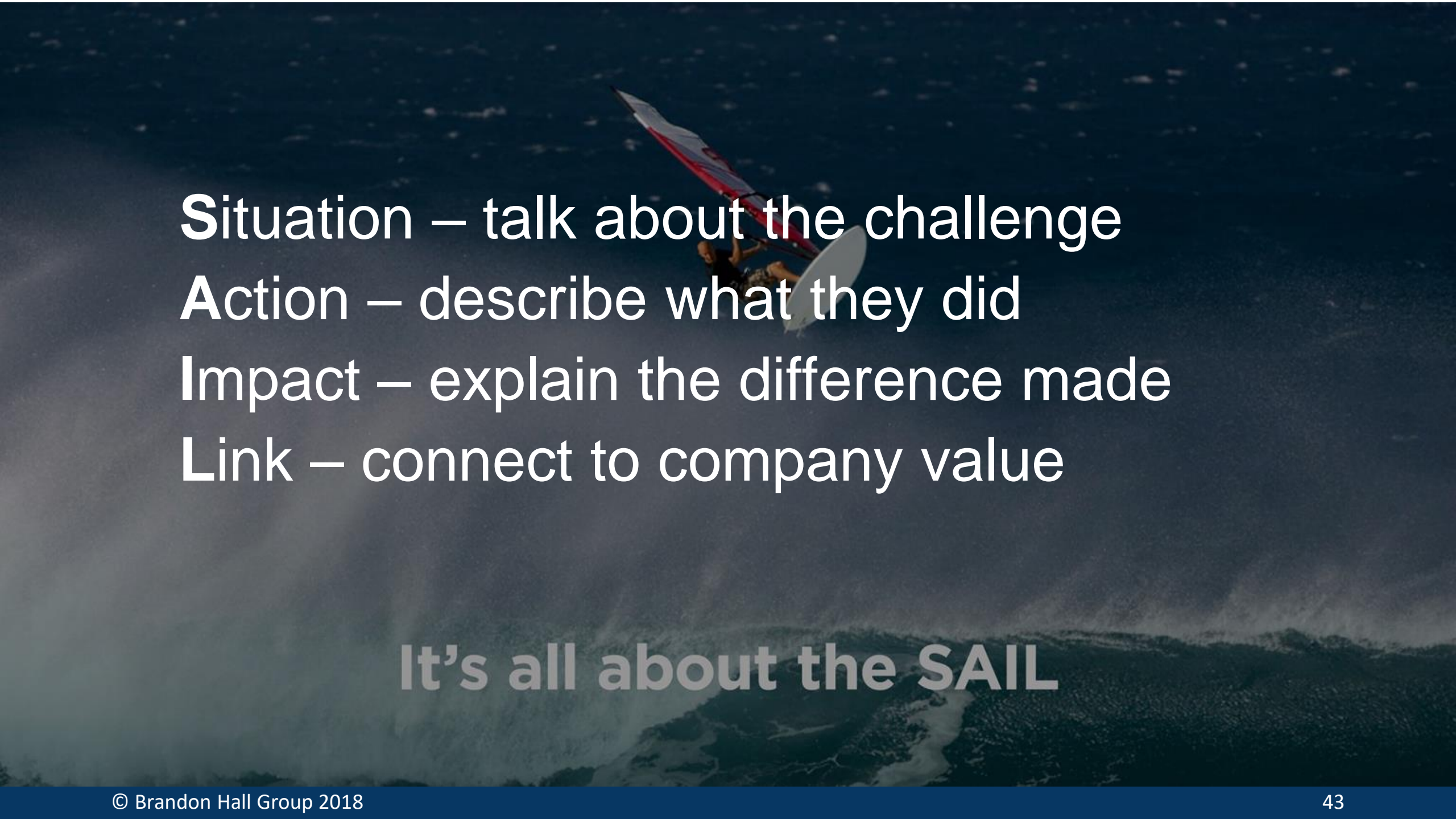
What do you say when
recognizing great work?



It's not just about jumping in...



It's all about the SAIL

A person is windsurfing on a dark, choppy sea at night. The windsurfer is in the center, leaning back, with a white sail and a red and white boom. The background is a dark, textured sea with white foam from the waves.

Situation – talk about the challenge
Action – describe what they did
Impact – explain the difference made
Link – connect to company value

It's all about the SAIL

Influence Greatness



Questions?



Thank you
for joining us today!



If you have any additional questions, please email us at success@brandonhall.com.

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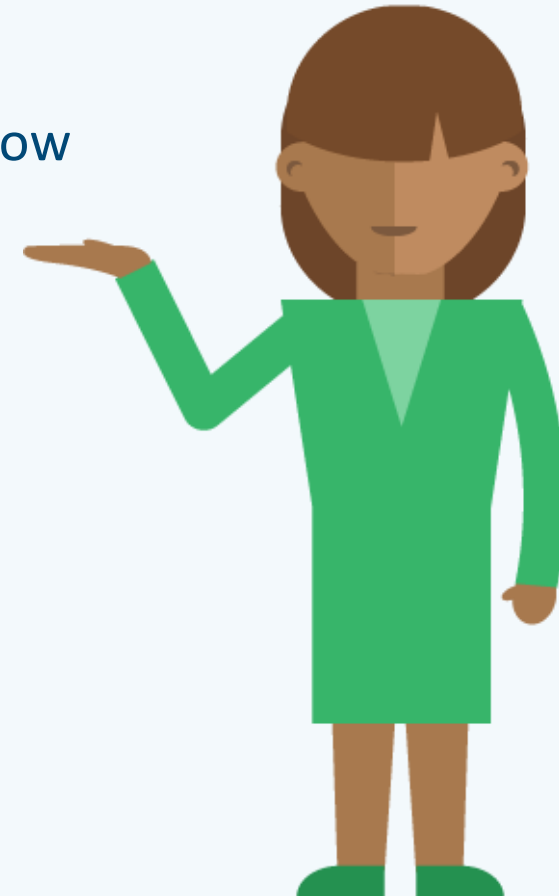
Research and Analysis that Define New HCM Standards

Success Stories from Global Organizations that Show those Standards in Action

Professional Development that Assesses Current State and Enables Innovation

Flexible Services to Design and Implement Transformative Solutions

Recognition that Validates the Transformation



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Strategic Consulting Offers Expert Solution Development

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- Maturity Model
- Custom Research

STRATEGY

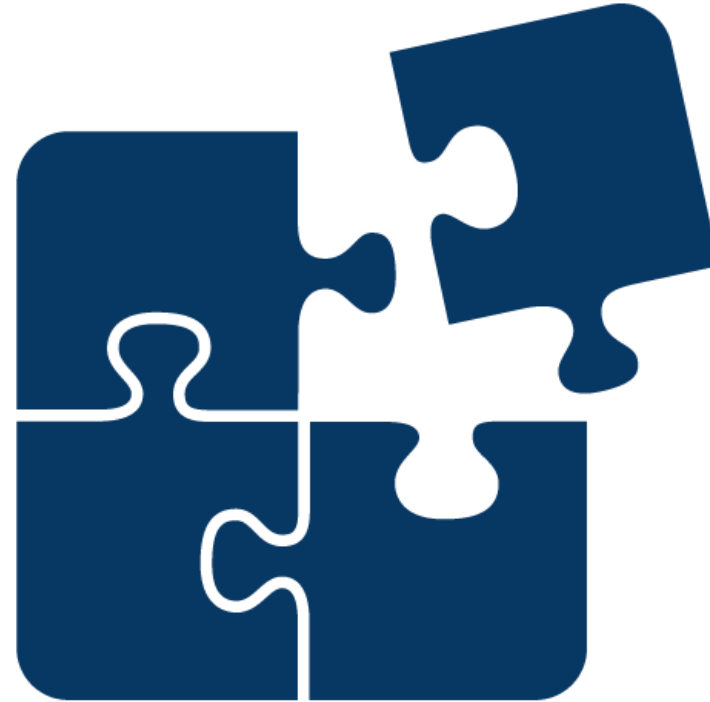
- Business Case
- Planning
- Organization & Governance

TECHNOLOGY SELECTION

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- Architecture Design
- Systems Evaluation

DEVELOPMENT & INTEGRATION

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- Assessment
- Survey
- Process Integration



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Why Brandon Hall Group

1

We offer flexible, high-value memberships that offer everything you need at a cost you can afford.

2

Our research is better – more targeted, easily digestible, focused on business results, predictive, prescriptive.

3

Our solutions gets better results – research-driven, focused on the business, simple, targeted, flexible approach.

4

Our case studies are unique for their diversity and focus on business results.

5

Our professional development is practical, tailored to your needs, and equips you to take action.

What Our Clients Have to Say

Brandon Hall Group's Excellence Awards allows you to take a deeper dive and evaluate the programs that you've created at a level that you might not have the opportunity to do... They have always been a cornerstone for me.

- Katrina Williams, Director, Sales Capability
CDW

https://youtu.be/OgdA_tpM55U

What Our Clients Have to Say

I describe the attention and that customer service that I've experienced as being excellent. They are very attentive and wherever I need to be connected to whomever, they are there to help me.

- Joanne Veech, Global Talent Leader
PwC

<https://youtu.be/YkY-v8gfW5k>

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