



# The 3 R's of Purpose Based Recognition:

*Presented by:*

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## Accelerant

- Scientist have known the secret for decades
  - Speed up \_\_\_\_\_
  - Achieving \_\_\_\_\_ more quickly

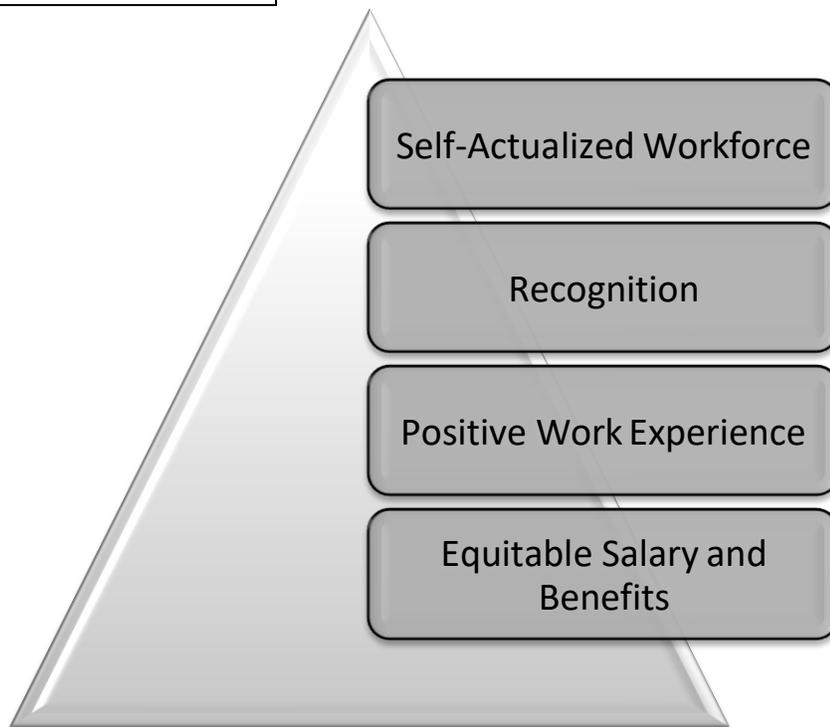
"With any transformation, there's a fire that has to be applied." Andrew Bowen

[http://www.goodyear.com/corporate/history/history\\_story.html](http://www.goodyear.com/corporate/history/history_story.html)

- They work the same way in business
  - Work better, faster and more smoothly, without throwing you or your organization off balance



### Maslow's Pyramid Recognition Style



## Research:

**Return on Equity** - Companies that intentionally recognize staff typically see an ROE 3X's higher than those that don't.

**Return on Assets** – Those that effectively recognize their staff enjoy an ROA more than 3X's higher than those that don't.

**Operating Margins** – Of all financial measures, employee recognition has the greatest impact resulting in 6.6% operating margins versus those that don't have 1%.

## ***Creating an Authentic Carrot Culture:***

### **Expectors**

- Recognition efforts are linked to performance demands
- Often (and inadvertently) recognition becomes manipulative
- Senior management rarely gives the tools and training needed for recognition

### **Altruists**

- Learns what motivates each employee
- Much more successful in spurring greater achievement
- Influenced by senior management that uniquely cares for their people and provides tools and training for recognition

**What I can do to create an authentic culture of recognition;**

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## Research - What Do Employees Want?

Motivators	Your Ranking	Employee's Ranking
Money	_____	_____
Feeling Cared About*	_____	_____
Interesting Work	_____	_____
Job Security	_____	_____
Being an Insider**	_____	_____
Promotion	_____	_____
Working Conditions	_____	_____
Loyalty of Supervisor	_____	_____
Appreciation/Recognition***	_____	_____
Tactful Disciplining	_____	_____

\* *Feeling care about on a personal level by management. "Not just a number."*

\*\* *Feeling included in organizational strategies; asked for their opinions; a vital link in the organization*

\*\*\* *Full appreciation of individual contribution and work done.*



### David McClelland's Achievement Motivation Theory

David McClelland's achievement theory state that people need three things, but people differ in \_\_\_\_\_ in which the various needs influence their behavior.

- Need for \_\_\_\_\_ (N-Ach). An individual's desire for significant accomplishment, mastering of skills, control, or high standards. People high in N-Ach are characterized by a tendency to seek challenges and a high degree of independence. Their most satisfying reward is the recognition of their achievements.
- Need for \_\_\_\_\_ (N-Pow). People who exhibit N-Pow tendencies are thought to be most satisfied by seeing their environment move in a certain direction, due to their involvement.
- Need for \_\_\_\_\_ (N-Affil). N-Affil describes a person's need to feel like he or she belong to a group. These individuals require warm interpersonal relationships and approval from those in these relationships.

# Rate Yourself!

## Need for ACHIEVEMENT

1 2 3 4 5 6 7 8 9 10

Low

Medium

High

## Need for POWER

1 2 3 4 5 6 7 8 9 10

Low

Medium

High

## Need for AFFILIATION

1 2 3 4 5 6 7 8 9 10

Low

Medium

High

### Rationale Based Leadership

- Transactional and \_\_\_\_\_
  - Emphasis on salary over appreciation

### Emotional Based Leadership

- Work /life success
  - Establishing\_\_\_\_\_through relationships
  - Understanding of and employees self realization in all aspects of life

### Leadership Style:

What am I familiar with?

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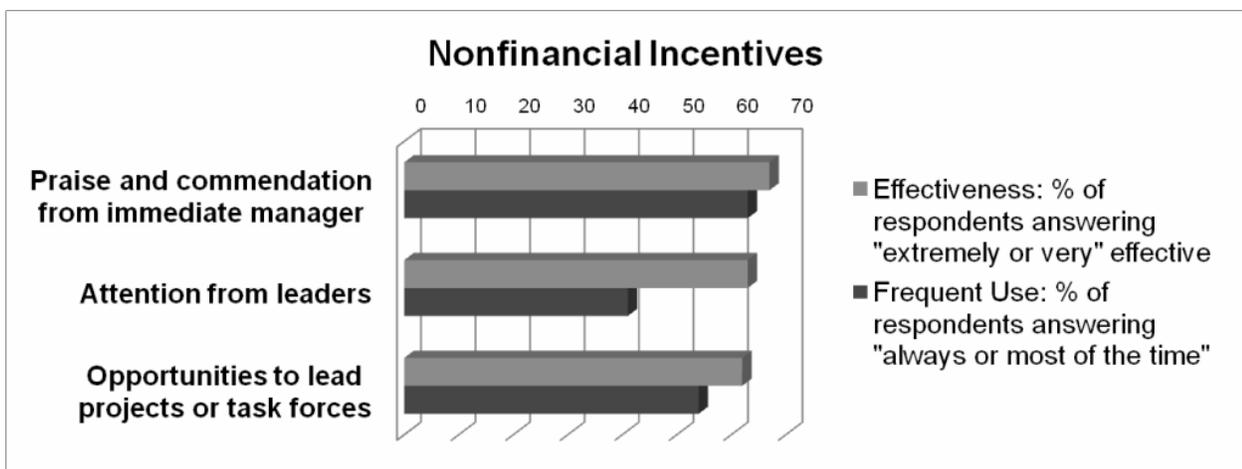
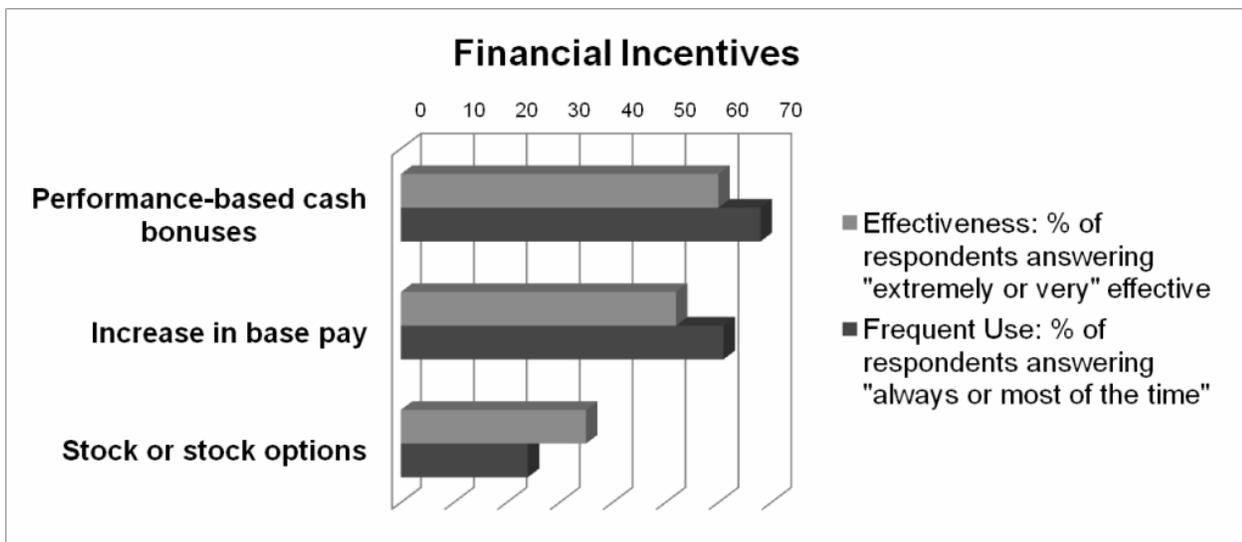
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(Leadership Style Test)

<http://testyourself.psychtests.com/testid/2152>

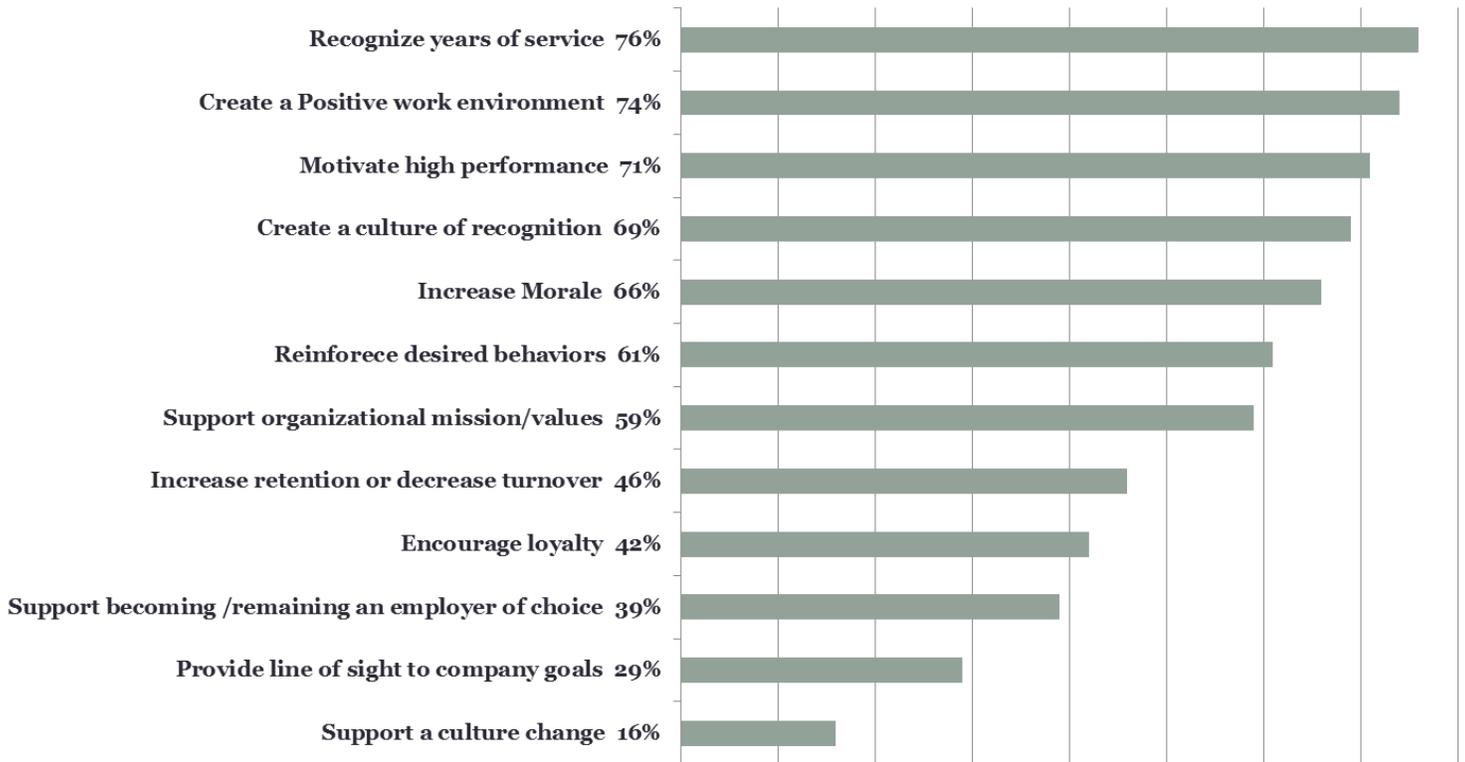


## Extrinsic vs. Intrinsic Motivation

**Extrinsic motivation** occurs when a person is motivated by \_\_\_\_\_ factors. Extrinsic motivation drives them to do things for tangible rewards or pressures, rather than out of interests or just the fun of it. Examples of extrinsic motivators include loyalty cards and discounts, bonuses and commissions. Extrinsic motivation is everywhere and can be positive such as rewards, or negative, such as threats. Either way, extrinsic motivation is crude, easy and often effective. However, it focuses employees on the reward and not the action.

**Intrinsic motivation** occurs when a person is motivated by \_\_\_\_\_ factors, as opposed to the external drivers of extrinsic motivation. Intrinsic motivation drives them to do things just for the fun of it, or because they believe it is a good or right thing to do. There is a paradox of intrinsic and extrinsic motivation. Intrinsic motivation is far stronger a motivator than extrinsic motivation, yet external motivation can easily act to displace intrinsic motivation. For example, children who enjoy playing mathematic games for the sheer fun of it are inclined NOT to play once rewards are introduced for successful performance! Most people’s hobbies are intrinsically motivated. Notice the passion with which people collect antiques or build detailed model ships. Few people carry that passion into their workplace.

## What are the objectives/goals of your organization's recognition programs?



Here's what I want to remember about extrinsic and intrinsic motivation:



## **Basic Four Areas of Leadership**

● \_\_\_\_\_ Setting

● \_\_\_\_\_ Communication

● \_\_\_\_\_ Trust

● \_\_\_\_\_ Accountability

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## **Inspire Your Team:**

As a leader, your main priority is to get the job done, whatever the job is. Leaders make things happen by:

- knowing your (goals) objectives and having a plan how to achieve them
- communicate your goals/objectives clearly and often
- building a team committed to achieving the objectives through trust and respect
- help each team member to give their best effort and hold everyone accountable

## **Employee Recognition Best Practices**

(Bersin and Associates)

1. Set the Tone for Recognition with Senior Leaders and Set Clear Goals
2. Create Clear Recognition Criteria by Recognizing Employees for Accomplishing Special Projects, Achieving Company Goals and Demonstrating Company Values
3. Use Technology to Make Recognition Easier; More Flexible and More Frequent
4. Engage in a Multi-front Recognition Offensive
5. Provide Recognition and Rewards Employees Value

**Know Your Team:**

**1. Front and Center Person**

- Love to be out there mixing with people. Like to try new methods. Their lives are about extremes, emotional and otherwise. They push their ideas and the rules.
- Live for recognition. Usually self-starters who thrive on applause.
- At time they are oblivious to their weaknesses
- When they “slump” they can get very “down”.

**2. In the Know Person**

- Love to feel included. Are rarely in a hurry. Dislike pressure
- Live for approval and prefer an informal interaction. Want to be appreciated with greater access to you.
- Tend to be cautious. Want to work with others in accomplishing goals.

**3. Behind the Scene Person**

- Doesn't want the limelight. Doesn't crave applause. Craves appreciation.
- Low key. Need to know they can trust people in leadership.
- Are hard on themselves when they mess up.

Staff/Team Member's Name	Personal Style Range								
	A. Behind the Scenes			B. In the Wings			C. Front & Center		
_____	1	2	3	4	5	6	7	8	9
_____	1	2	3	4	5	6	7	8	9
_____	1	2	3	4	5	6	7	8	9
_____	1	2	3	4	5	6	7	8	9

(1 = low and 9 = high)

## Recognizing Your Team

### Day to Day or Longer Term

- **Frequent**
- **Timely**
- **Specific**

Understanding personality styles helps you determine what type of recognition style will fit different needs so the reward is meaningful and important.

**1. Some need \_\_\_\_\_**

- Public praise for good performance
- Receiving awards such as a plaque
- 

**2. Some need \_\_\_\_\_**

- Personal or written thank for good performances
- Posted lists of individual and team accomplishments



**3. Some need \_\_\_\_\_**

- More one-on-one time with you, discussing their performance and growth
- A commitment from you to work on their concerns
- Coffee break or lunch together

### **Your Team/Staff Members – What Do They Need?**

What are some of the ideas of applause, appreciation and access you could practice that would fit the personalities on your team?

Applause

Appreciation

Access

## Inexpensive Recognition Opportunities:

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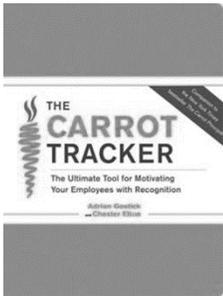
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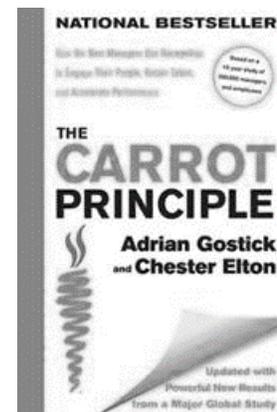


## Measuring Recognition Practices for Sustainability:

### Tools and Trackers



<http://employees.tamu.edu/employees/WorkLife/recognition/resources.aspx>



Thank you!



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