

Top Tips: Recognition

- Recognition is more about behaviours, culture and values than reward. So start by encouraging low key local recognition rather than a high profile corporate programme.
- If recognition is important then cover it within your learning and development programmes.
- Issue support and guidelines to managers and make available a simple system to procure relatively low-value non-cash awards that can be matched to the person and the achievement.
- Recognition should be delivered immediately after the event. It must be sincere and should be delivered in an open and, ideally, public way.
- Do not try to limit recognition to a budget or quota.
- If you want to measure the success of the programme, do not count the amount of recognition given; this will just encourage inappropriate recognition of things that may not be worthy, just to meet the target. Use attitude or engagement surveys to see how your people feel about the level of recognition they receive.
- You need to acknowledge that that the level of recognition will vary between different parts of the organisation. There may be some perceived inequity but you cannot control the amount of recognition; you can only encourage it through the role modelling of the leaders and the importance it is given in the organisation.
- Expect to have to make changes to the recognition scheme to refresh it. So build this into the initial planning.

More detail can be found on each of these topics in my book *Reward Management*, published by Kogan Page, May 2022.