

Q04. In the last seven days, I have received recognition or praise for doing good work.

Help Me See My Value

This element of engagement may represent one of the greatest lost opportunities for managers. Employees rely on praise and recognition to better understand their manager's expectations and values. Praise and recognition are tools that managers can use to communicate what is important and help an employee see their value.

Gallup's research shows that managers who do not use the power of positive feedback hamper their own managerial effectiveness and diminish the power of their employees and teams.

Globally, in the typical workgroup Gallup has studied, about one in four employees strongly agree that they have received recognition for doing good work in the past seven days.

Employees who are not adequately recognized at work are twice as likely to say they'll quit in the next year.



Three Attributes of Effective Recognition

- 1 **Authentic Recognition** that feels genuine, real and heartfelt.
- 2 **Meaningful Praise** that highlights the value of the work and the person doing it.
- 3 **Motivating Recognition** that taps into what matters most to the individual.

Engaging Conversation Starters

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One of the challenges you face when giving employees recognition or praise is that meaningful recognition to one person may not be as valuable to the next. Formal and informal conversations with your employees can help you identify what motivates them and give timely praise.

Quick Connect Conversation

A Quick Connect is a one- to 10-minute conversation to stay connected with employees and their short-term work.

Questions to Ask	Sharpen Your Approach
What are you focusing on? What is going well with that? What are you proud of that you've been working on? How do you like to receive recognition for your successes?	Listen for opportunities to praise and celebrate team members' successes. Let them know that you recognize and value their contributions. Listen for the kinds of recognition that might work best for each person.

Team Check-In Conversation

A team Check-In is a 10- to 30-minute conversation to discuss team successes and current needs while still keeping a focus on the team's future work.

Questions to Ask	Sharpen Your Approach
What have we achieved together recently that we are most proud of? What contributed to this success? What are we doing to recognize one another? Could we do more? What would that look like?	Use this team conversation to help the team celebrate successes and accomplishments. Encourage team members to recognize one another for their best efforts.

Individual Developmental Conversation

Developmental conversations are typically 10 to 30 minutes. They help assess and identify employees' engagement needs.

Questions to Ask	Sharpen Your Approach
How do you like to receive recognition for doing good work? What is the best recognition you've ever received? What type of recognition is most motivating to you? How do you recognize your fellow coworkers for doing good work?	Listen for the types of recognition that would be most meaningful to this person. Consider the timing and how (e.g., public vs. private) this person prefers to receive recognition.