

Organizational Recognition Assessment for Managers

for

Acme, Inc.

by

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About This Inventory

The *Organizational Recognition Assessment for Managers* (ORAM) seeks to help managers and organizations determine *why* managers use or do not use recognition when managing their employees. It provides a useful foundation for examining the beliefs, experiences, and conditions that encourage or inhibit the use of recognition in the organization that can then be reaffirmed, modified, or changed as needed to build a more positive and productive work environment.

What This Assessment Tells You

This assessment will help you and your organization better understand the factors that influence the use of recognition by managers with their employees. When tested on a cross-section of managers who frequently use recognition and managers who seldom use recognition, every item in the *Organizational Recognition Assessment for Managers* was found to be statistically significant in differentiating recognition users from non-users, and 15 groups (factors) of related items were identified that were categorized into six dimensions for this assessment, as follows.

Dimension I: Impact on Performance (IP)

One of the most important aspects of the power of recognition is its impact on obtaining desired results and performance. In my doctoral study of non-monetary recognition, I found evidence to support the recognition-performance link in at least three ways:

First, several performance-related variables were found to have broad support by all managers in the study, the majority of whom agreed or strongly agreed with the following statements (listed with the percentage of managers who agreed with each statement):

- Recognizing employees helps me better motivate them. (90.5%)
- Providing non-monetary recognition to my employees when they do good work helps to increase their performance. (84.4%)
- Recognizing employees provides them with practical feedback. (84.4%)
- Recognizing my employees for good work makes it easier to get the work done. (80.3%)
- Recognizing employees helps them to be more productive. (77.7%)
- Providing recognition helps me to achieve my personal goals. (69.3%)
- Providing recognition helps me to achieve my job goals. (60.3%)

Second, 72.9 percent of managers reported that when they used recognition they received the results they expected either immediately or soon thereafter, and 98.8 percent said they felt they would eventually obtain the desired results.

Third, of the employees who reported to the managers in the study, 77.6 percent said that it was very or extremely important to them to be recognized by their manager when they do good work. Employees expected recognition to occur immediately (20%), soon thereafter (52.9%), or sometime later (18.8%).

In fact, recognition is most effective when it is contingent upon desired behavior, performance, or results delivered in a timely and specific manner, not just as a means of being nice to employees.

This dimension includes three scales that relate to performance impacted by the use of recognition: Impact on Morale, Performance, and Motivation, which measures the impact on group performance; Difficulty in Keeping, Hiring, and Motivating Employees, which measures the impact on organizational performance; and Impact on Personal, Job, and Career Goals, which measures the impact on individual performance. The greater the alignment between recognition and desired performance, the more effective the recognition effort will be.

Dimension II: Beliefs about Recognition (BR)

Our beliefs make up our conceptual framework that impacts our behaviors and roles. Typically, we have congruence between our beliefs and our actions, that is, we act in ways that are consistent with our beliefs. In fact, most of our behavior stems directly from our beliefs, and the use of recognition is no exception. Do you feel recognizing employees is an important part of your job in managing others? If so, your conceptual image of what a good manager does would help you to use recognition with your employees. If not, your behavior is likely to follow your beliefs and you will probably not use recognition with your employees, and perhaps even pride yourself on not doing so.

This dimension includes three scales (the “head factors”) that serve as a sampling of beliefs that relate to the use of recognition that distinguish high-recognition use managers from low-recognition use managers: Priority and Time, Necessity of Recognition, and Practicality and Fun.

Dimension III: Ability to Do Recognition (AR)

Using recognition with your employees is in part dependent upon your skills, ability, and confidence in applying the behavior. This dimension includes three scales (the “hands” factors) that impact your ability to use recognition: Skills and Confidence, Image and Personality, and Manager Support and Expectations.

Dimension IV: Passion for Recognition (PR)

A hallmark of recognition users is their passion for its use. This dimension seeks to measure your passion for recognition through three scales (the “heart” scales): Thanked and Acknowledged for Using Recognition, Feels Good to Use Recognition, and Learned Importance of Recognition from Others.

Dimension V: Organizational Support for Recognition (OS)

Although a highly motivated manager will use recognition even if he or she does not have a budget, tools, or programs available to support its use, these elements increase the likelihood that employee recognition will occur. This dimension examines three scales related to organizational support: Available Budget, Tools, and Programs; Management Support and Use; and Recognition Training.

Dimension VI: Organizational Context for Recognition (OC)

Every organization has factors that help or hinder the practice of recognition. This dimension includes three scales that provide an organizational context for the use of recognition: Organizational Type and Culture; Organizational Age and Size; and Pending, Recent, and Past Changes.

ORAM Scores

The *Organizational Recognition Assessment for Managers* identifies three factors (groups of related items) in each of six dimensions that have a significant influence on why managers use or do not use recognition with their employees. All factors within each dimension have a high (75 to 90%) correlation together, as do most items within each factor (70 to 85% correlation). Factors within each dimension are listed in order of their significance in distinguishing high recognition-use managers from low recognition-use managers, with the most significant listed first. Likewise, those items listed within each factor are also prioritized from greatest to least impact in defining the factor.

Your managers' average scores for each dimension.
N=242

Dimension I: Impact on Performance (IP)

Factor 1: Impact on Morale, Performance, and Motivation

- | | |
|---|------|
| 1. Providing non monetary recognition to my employees helps to keep their morale high. | 3.25 |
| 2. Providing non-monetary recognition to my employees when they do good work helps to increase their performance. | 3.45 |
| 3. Recognizing employees helps me better motivate them. | 3.50 |

Factor 2: Difficulty in Keeping, Hiring, and Motivating Employees

- | | |
|---|------|
| 4. The difficulty in keeping good people facilitates the use of recognition. | 2.88 |
| 5. The difficulty in hiring good people facilitates the use of recognition. | 3.01 |
| 6. The difficulty in motivating employees facilitates the use of recognition. | 2.97 |

Factor 3: Impact on Personal and Job Goals

- | | |
|---|------|
| 7. Providing recognition helps me to achieve my personal goals. | 3.15 |
| 8. Providing recognition helps me to achieve my job goals. | 2.94 |
| 9. I am more likely to advance in my career if I recognize my employees when they perform well. | 2.15 |

Average for Dimension I

27.3

Dimension II: Beliefs about Recognition (BR)

Factor 1: Priority and Time

10. Other aspects of my job take precedent over providing recognition to my employees.	3.21
11. I am too busy to take the time to thank employees when they do good work.	<u>4.10</u>
12. The amount of time recognition takes facilitates the use of recognition.	<u>3.32</u>

Factor 2: Necessity of Recognition

13. My employees should be glad they have a job in our organization-I do not need to thank them as well.	4.25
14. My employees are paid well, so I should not have to provide recognition too.	<u>3.34</u>
15. My employees know I value them-I do not have to tell them so.	<u>3.67</u>

Factor 3: Practicality and Fun

16. Recognizing employees provides them with practical feedback.	4.02
17. Recognizing employees makes the work place more fun.	<u>3.85</u>
18. Providing non-monetary recognition to my employees helps to keep their morale high.	3.44

Average for Dimension II

33.2

Dimension III: Ability to do Recognition (AR)

Factor 1: Skills and Confidence

19. I have the skills necessary to recognize my employees for good work.	3.44
20. I am confident about my ability to recognize my employees for good work.	<u>3.87</u>
21. It is easy for me to thank my employees when they perform well.	<u>3.45</u>

Factor 2: Image, Personality, and Skills

22. My professional image facilitates the use of recognition.	3.25
23. My personality facilitates the use of recognition.	<u>3.76</u>
24. My ability to recognize employees well facilitates the use of recognition.	<u>3.45</u>

Factor 3: Manager Support and Expectations

25. I've been thanked and acknowledged for the job I do by my manager(s).	3.21
26. The support of my manager(s) facilitates the use of recognition.	<u>3.15</u>
27. My manager(s) expects me to recognize my employees when they do good work.	3.02

Average for Dimension III

30.6

Dimension IV: Passion for Recognition (PR)

Factor 1: Thanked and Acknowledged for Using Recognition

28. Others in the organization have made positive comments on how I recognize my employees.	2.13
29. My employees have done special things for me in the past to thank me for how I manage them.	2.77
30. I've been thanked and acknowledged for the job I do by my employees.	2.88

Factor 2: Feels Good to Use Recognition

31. Recognizing my employees for doing good work makes me feel I am a good manager.	3.01
32. Recognizing employees makes me feel that I am doing a good job as a manager.	2.94
33. I like surprising employees with special forms of thanks when they do good work.	2.84

Factor 3: Learned Importance of Recognition from Others

34. I learned the importance of recognizing others from a teacher I once had.	3.12
35. I learned the importance of recognizing others from my parents.	2.63
36. I learned the importance of recognizing others from another manager.	2.88

Average for Dimension IV

25.2

Dimension V: Organizational Support for Recognition (OS)

Factor 1: Available Budget, Tools, and Programs

37. My organization provides me with a budget to recognize my employees.	3.03
38. My organization provides recognition tools for me to use.	2.15
39. Recognition programs facilitate the use of recognition.	2.25

Factor 2: Management Support and Use

40. Upper management does not support employee recognition in my organization.	2.01
41. My manager never gives me any recognition, so I do not give it to my employees.	3.55
42. My organization does not help facilitate or support recognition efforts.	2.27

Factor 3: Recognition Training

43. I have never been trained in how to provide effective employee recognition.	2.37
44. Available training in recognition skills facilitates the use of recognition.	4.04
45. My organization does not provide training in effective recognition skills.	2.03

Average for Dimension V

23.7

Dimension VI: Organizational Context for Recognition (OC)

Factor 1: Organization Type and Culture

46. My organization's industry type (e.g., service, technology, government) facilitates the use of recognition.	3.02
47. Profit/non-profit organization facilitates the use of recognition.	<u>3.05</u>
48. Employee recognition is a strong part of our organizational culture.	<u>2.12</u>

Factor 2: Organization's Age and Size

49. The age of my organization's industry type facilitates the use of recognition.	2.82
50. My organization's age facilitates the use of recognition.	<u>3.45</u>
51. My organization's size facilitates the use of recognition.	<u>3.45</u>

Factor 3: Pending, Recent, and Past Changes

52. Pending organizational changes facilitates the use of recognition.	2.02
53. Recent organizational changes facilitate the use of recognition.	<u>2.12</u>
54. Past organizational changes facilitate the use of recognition.	<u>2.55</u>

Average for Dimension VI

24.6

Comparing Your Scores to the Norm

Below is the scoring graph for each dimension of the *Organizational Recognition Assessment for Managers* adjusted to create normative scores based on all managers who have taken this assessment. **Your scores are highlighted in blue** whereas the 5th stanine (shaded row) represents the average response for each dimension of all managers who have taken this assessment. **The dimensions appear below in order of importance to your organization’s managers from left to right, i.e., the farthest left-hand column is the most important dimension to your managers; the farthest right-hand column is the least important.**

S T A N I N E S	9	44-45	44-45	40-45	40-45	38-45	35-45
	8	41-43	42-43	37-39	38-39	35-37	32-34
	7	39-40	39-41	35-36	35-37	32-34	29-31
	6	37-38	37-38	33-34	33-34	29-31	26-28
	5	35-36	35-36	31-32	30-32	26-28	23-25
	4	33-34	32-34	29-30	28-29	23-25	19-22
	3	31-32	30-31	27-28	25-27	20-22	16-18
	2	29-30	27-29	25-26	23-24	17-19	13-15
	1	9-28	9-26	9-24	9-22	9-16	9-12
		BR	AR	IP	PR	OC	OS

**Assessment Dimensions
NORM GRAPH BY RECOGNITION DIMENSION**

Highlighted items *above* the shaded area represent dimensions that your managers ranked *higher* than the average manager. Highlighted items *within* the shaded area represent dimensions that your managers ranked *the same* as the average manager. Highlighted items *below* the shaded area represent dimensions that your managers ranked *lower* than the average manager.

Ranking Assessment Dimensions

Below are the six dimensions from highest to lowest. This represents a priority ranking of your managers’ perceived greatest strengths in using recognition to their perceived lowest weaknesses in using recognition.

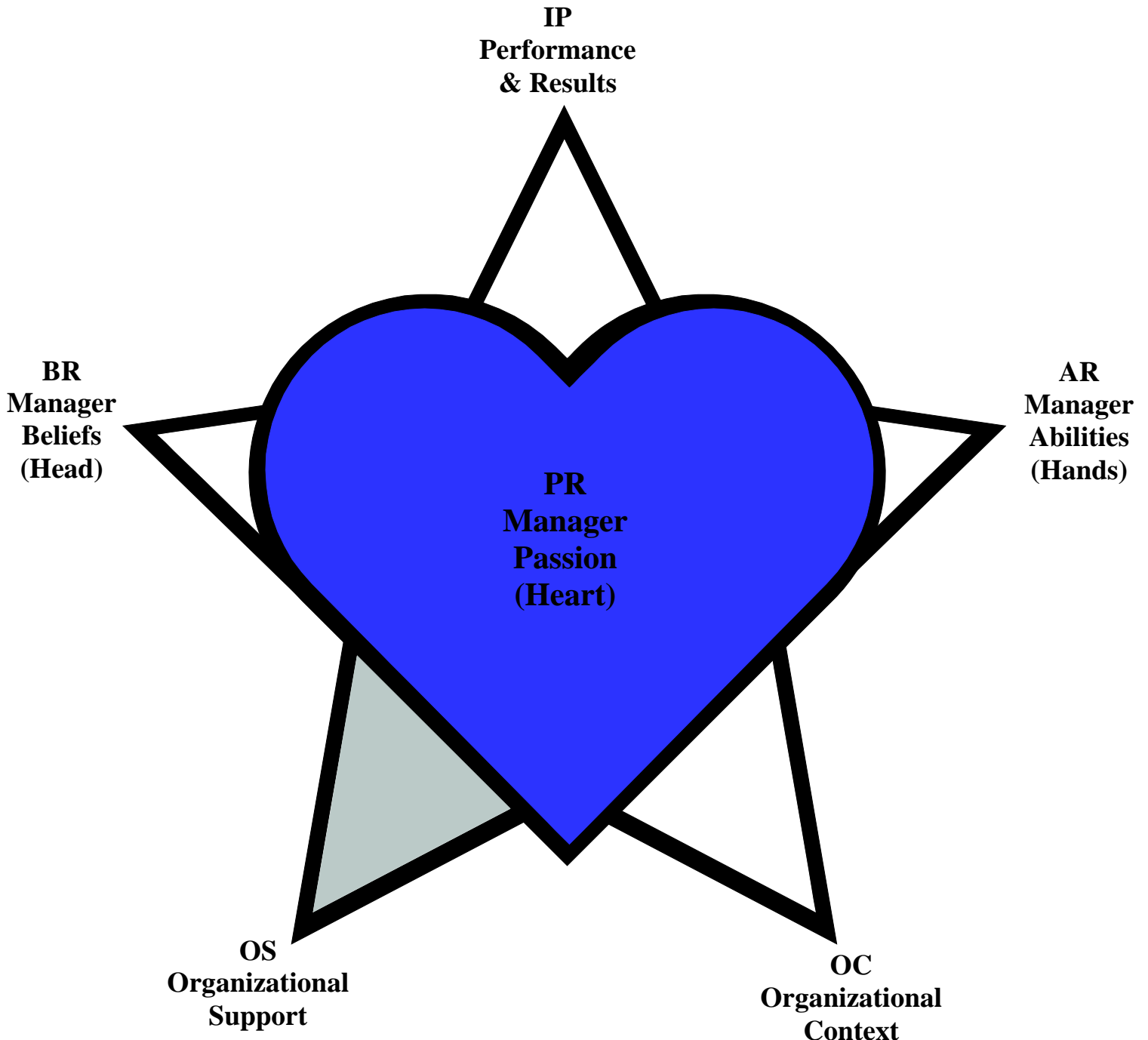
1. Beliefs about Recognition (BR)
2. Ability to Do Recognition (AR)
3. Impact on Performance (IP)
4. Passion for Recognition (PR)
5. Organizational Context for Recognition (OC)
6. Organizational Support for Recognition (OS)

The Recognition Star

Those portions of the star in which your managers ranked higher than the average manager (those dimensions highlighted above the shaded area of the scoring chart) are darkened.

Those portions of the star in which your managers ranked the same as the average manager (those dimensions highlighted within the shaded area of the scoring chart) are lightened.

Those portions of the star in which your managers ranked lower than the average manager (those dimensions circled below the shaded area of the scoring chart) appear as white.



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How to Apply the Information in the Real World

The *Organizational Recognition Assessment for Managers* can be used by your organization to assess management's collective perceptions on the topic of recognition, which can be useful for changing those perceptions to make recognition a more integral part of your organization's ongoing management practices.

The recognition star visually shows the strengths and weaknesses of these perceptions about recognition on six dimensions, in order of priority for implementation, discussed below. If the corresponding section of the recognition is dark, this is a relative strength in the use of recognition that can be leveraged for added benefit. If the corresponding section of the recognition star is white, this is a relative weakness, shortcoming, or obstacle that needs to be addressed in order to increase the likelihood that recognition will become an ongoing practice on the part of managers. In general, whatever strengths you have on the topic can almost always help you leverage and overcome perceived weaknesses, shortcomings, or obstacles that are hindering your more widespread practice of recognition.

As you no doubt notice, no recognition dimension on The Recognition Star is dark. As such, your organization is weak in all six dimensions. Below I will outline some suggestions for how to improve.

Dimension I: Impact on Performance (IP)

Result: Weakness

Your managers scored two stanines below the average. 5 of the 9 questions in this dimension had an average of 3.*n*. This suggests that just as many managers in your organization understand how recognition can positively impact morale, performance, motivation, retention, and job goals as do not. Your goal should be to get nearly all of your managers to understand recognition's impact on performance.

The best recognition is intentional in reinforcing desired behavior and performance that is important to the success of the group, organization, or manager. Almost any type of desired behavior or performance can be enhanced through the effective and timely use of recognition: business objectives, sales, safety, suggestions, and teamwork are but a few examples. This assessment asked about some broad categories of performance common to most managers and organizations: the impact on morale, performance, and motivation; the difficulty in keeping, hiring, and motivating employees; and the impact on personal, job, and career goals. The better-integrated recognition practices are around specific desired behavior and performance in your organization, the more likely that behavior will be influenced by the recognition.

Since this dimension is a weakness for your managers, have them focus on critical areas of performance that could have the greatest impact on their success, if achieved, and have them work to directly link recognition to each of those goals. Try to have recognition linked to important objectives for the organization, groups, individual managers, and employees.

Dimension II: Beliefs about Recognition (BR)

Result: Weakness

Your managers scored one stanine below the average. 6 of the 9 questions in this dimension had an average of 3.*n*. This suggests that just as many managers in your organization understand the importance of making recognition a priority and a necessity. Your goal should be to get nearly all of your managers to understand the importance of recognition.

Beliefs drive most of our behavior, so the change in any behavior needs to start with a change in one's beliefs about that behavior. This assessment specifically examines three categories of beliefs about recognition: priority and time, necessity, and practicality and fun, with most managers generally skewing all responses to be ranked high, that is, most managers would say recognition is important to do, even if they infrequently recognize their employees. Or regarding the factor "priority and time," low recognition-use managers would be quick to say they do not have time to recognize their employees, whereas high recognition-use managers would cite time as an asset when it comes to recognition because they believe few activities have as much power as does recognition, which can be done with a relatively small amount of time.

Helping managers understand why they act the way they do can be insightful when trying to change their behavior. You might be holding an outdated conceptual model for what it means to be a good manager, i.e., "It is important for a manager to control his or her employees," "Being nice to employees leads them to take advantage of you," or "It should be enough that employees are paid to do their jobs, you shouldn't have to thank them as well." By looking at the evidence from current research, or by having managers ask their employees about what they most want and value when they do good work, you might be able to dispel some of these beliefs.

Since this dimension is a weakness for your managers, closely examine their beliefs about recognition, where those beliefs came from, and determine if they are hindering or helping at this time. Often managers hold beliefs about recognition that once were true, but now are not, or they have never taken the time to explore their beliefs—or those of their employees.

Dimension III: Ability to Do Recognition (AR)

Result: Weakness

Your managers scored two stanines below the average. 9 of the 9 questions in this dimension had an average of 3.*n*. This suggests that just as many managers in your organization believe they have the skills, confidence, image, personality, and managerial support to do recognition as do not. Your goal should be to get nearly all of your managers to the point where they are able to do recognition.

Ultimately, your managers decision to use recognition or not with their employees will be influenced by how well they know how and when to use recognition. This tends to be a function of skills and confidence, professional image and personality, and support and expectations. To improve employee recognition practices, your managers need to systematically look for and act on opportunities to recognize employees when they do good work, on a daily basis; try to "spotlight" desired performance and performers every day. Specifically, as managers notice someone doing a good job, finishing a project on time, helping a co-worker, or delighting a customer, they need to act on that thought by doing something they know that particular employee values such as thanking them in person, thanking them on the telephone, sending him or her an e-mail, or writing a note of acknowledgment.

Since this dimension is a weakness for your managers, increase their awareness and skills in using and systematically practicing recognition behaviors by, for example, sending them to training, having them discuss recognition with their employees and brainstorming possibilities of what could be done, or have them create a personal commitment plan to increase use of recognition. They can learn specific skills and techniques that will increase their chances of doing recognition well, have readily available reminders to recognize others, or try recognition activities such as writing thank-you notes or e-mails, giving one-on-one praise, and publicly recognizing those who have done good work. Have them follow up with those they recognize to see how they felt about it and seek feedback as to how they could better recognize others. Ask them to celebrate team achievements, when they occur, using the suggestions and assistance of group members as much as possible.

Dimension IV: Passion for Recognition (PR)

Result: Weakness

Your managers scored two stanines below the average. 7 of the 9 questions in this dimension had an average of 2.*n*. This suggests that the majority of your managers are not often thanked for doing good work, do not take satisfaction from providing recognition, and have never learned the importance of recognition from others. Your goal should be to get nearly all of your managers to become passionate about recognition.

The heart and soul of recognition is a deeply held commitment that recognition really is the right thing to do. Although this passion can be difficult to quantify, in this assessment it is measured by three factors: the degree to which managers have been thanked and acknowledged by others in the organization for using recognition, reports by managers about how they feel when they use recognition, and who in their past has inspired them to use recognition.

Your managers are weak in this dimension but it can be tough to change because they will be constantly dragging and second guessing the worth of the behavior and its related activities. Have them try finding a peer or mentor in the organization who is good at employee recognition, and ask them to discuss how and why they use recognition. Alternatively, have them try a “leap of faith” in sincerely trying the behavior and seeing what impact it has on their relationships and success. (Make it a sincere, full-hearted test, not a lackluster, half-baked effort!)

Dimension V: Organizational Support for Recognition (OS)

Result: Weakness

Although your managers scored the average score for this dimension, the average is not good as the majority of organizations have 5 or more questions come back with averages of only 2.*n*. This means that far more organizations do not support recognition efforts as do. Your organization is no exception as 6 of the 9 questions in this dimension for your organization had averages of only 2.*n*. For example, the average for the question “Upper management supports employee recognition in my organization” had an average of only 2.01. This means that the overwhelming majority of your managers do not believe upper management cares about the importance of recognition.

No person is an island, and although it is possible to successfully use recognition as an individual manager regardless of circumstance, it will always be easier if upper management and the organization support that behavior. This support can come in many forms, most notably by making budget, recognition tools, and recognition programs available for managers to recognize their employees; through the active support and use of recognition by other managers, especially upper management; and through explicit recognition training for managers and all employees on how to effectively use recognition.

Since this dimension is a weakness for your managers, try to focus on small success strategies for starting and building their recognition efforts, tracking and communicating successes for maximum impact and leverage.

Dimension VI: Organizational Context for Recognition (OC)

Result: Weakness

Your managers scored one stanine below the average. Since this dimension is a weakness for your managers, some, if not most, of these variables might be difficult to change, but being aware of them can help you and your managers plan your efforts accordingly. That is, if you have organizational factors working against you, you will need to have a more aggressive and long-term strategy in place to help your managers overcome those constraints.

The organizational context for recognition provides an environmental backdrop that also plays a significant role in the successful practice of recognition, including the organization's type and culture; the organization's age and size; and pending, recent, and past organizational changes. (Likewise, individual demographic factors such as a manager's age and the number of direct reports he or she has can greatly impact the success of a manager's recognition efforts.)

Developmental

How Managers Can Improve Their Recognition Practices

The *Organizational Recognition Assessment for Managers* will help clarify why managers use or do not use recognition with their employees. Following are some suggestions for how you can further develop this information for the benefit of your organization and its managers.

- 1. Pre- and post-assessment.** You can use this assessment to establish a baseline of perceived recognition practices on the part of your managers that can then be remeasured after an intervention such as recognition training, recognition program roll-out, the providing of recognition tools, the revision of recognition programs, or all of the above.
- 2. Comparison with other Leaders.** The *Organizational Recognition Assessment for Managers* allows you to initially compare your scores with an aggregate of all other managers who have completed this assessment from a cross-section of industries. You can create a more relevant database for ongoing comparison and measurement by having all managers in your organization take this assessment.
- 3. Alignment with employer expectations.** Do your managers' beliefs align with the needs and expectations of your organization about managing employees? Are issues of employee morale, retention, and performance important to your managers? Check to see if your managers' beliefs are in line with organizational expectations through discussions with your managers and review of your organization's values and objectives concerning employees. By doing this, you can determine if your managers are aligned with your stated organization values or if they need to be adjusted to better fit organizational expectations concerning the way employees are expected to be managed and recognized in your organization.
- 4. Alignment with behavioral practices.** For a behavioral perspective on the topic of recognition, look at the *Recognition Practices Inventory for Managers* (RPIM), which measures the importance and frequency of 53 recognition behaviors identified by employees as desirable when they do good work. This will allow you to identify and prioritize behavioral gaps and perceptions, where they occur.
- 5. Alignment with employee perceptions.** Do your managers' beliefs align with the expectations and desires of the employees they manage? Are their behaviors consistent with their beliefs regarding the use of recognition with employees? Since self-report scores are notoriously biased in favor of the respondent, have employees take the *Recognition Practices Inventory* (RPI) to better reflect the reality they experience in working for managers in your organization. By having your employees take the RPI, you will be able to easily see what recognition behaviors they deem most desirable. By comparing your managers' RPIM ratings with employees' RPI ratings, you will be able to identify gaps in both importance and frequency that will help you improve your recognition practices and be better able to focus on increasing those behaviors that are deemed most important to your employees. Although this comparison requires more effort to coordinate than simply comparing your scores to those of other managers, the payoff is greater because you will be basing your improvement efforts on the reality of your specific employees' perceptions. Ultimately, it is their perceptions that dictate their own feelings of worth, satisfaction, and corresponding levels of performance, productivity, satisfaction, and morale in their jobs and working relationships.