

Recognition Quick-Start

**Inspire values-driven behaviors
by designing an ecosystem of
recognition programs.**

**HOW DOES
YOUR
COMPANY
RECOGNIZE
GOOD
CHOICES?**

Catalog Your Existing Recognition Programs

Before you start rewarding values-driven behavior, take an inventory of recognition already in place, determine how to change what they reward, and identify which new types of programs need to be created. In this exercise, you will identify existing programs, determine how you might change each to recognize values-driven behaviors if they aren't already, and design new initiatives for any quadrant that lack activities.

To start, recruit three to five culture co-conspirators from across the organization who have been around the company more than 30 percent of the life of the company. As always, this exercise can be completed remotely, but it's better to do the work at the same time in the same place.

WHY YOU'RE DOING THIS

To create four types of recognition to reward values-driven behaviors.

HOW YOU'LL DO IT

A small-group working session.

WHO SHOULD PARTICIPATE

3 to 5 veteran colleagues.

WHERE IT SHOULD HAPPEN

A medium-sized room with lots of wall space and room to collaborate.

WHAT YOU'LL NEED

A few examples of recognition programs, pens and markers, a collaborative space like a whiteboard, a few standard-sized Post-it pads, and a set of worksheets for each participant including a blank culture recognition matrix.

HOW LONG YOU'LL NEED

2 hours.

Download this exercise to work on with your team at greatmondays.com

EXERCISE 1

1. Together, list all the recognition and rewards programs that already occur across your company. Write them down one per sticky note as you go and then post them to the board or wall.

Time: 20 minutes

2. List your values on the side so you can easily refer to them.

Time: 5 minutes

3. Of the programs listed, mark the ones that already reward values-based behaviors or those that could if they were changed.

Time: 15 minutes

4. Draw the recognition 2x2 on the board or wall and place any programs that were marked in the most appropriate of the four quadrants.

Time: 15 minutes

5. Ask the appropriate questions from one of the four Recognition Checklists for each program. Make a note of the number of “no” answers and any actions you might need to change to turn a “no” to a “yes.”

Time: 30 minutes

WRITE DOWN ALL THE RECOGNITION THAT OCCURS IN YOUR COMPANY.

EXISTING PROGRAMS	YOUR VALUES
<p>List existing rewards and recognition programs.</p>	<p>Write your company values or value themes.</p> <ol style="list-style-type: none"><li data-bbox="613 539 640 569">1.<li data-bbox="613 661 640 690">2.<li data-bbox="613 777 640 807">3.<li data-bbox="613 894 640 923">4.<li data-bbox="613 1010 640 1039">5.

SORT EXISTING RECOGNITION PROGRAMS INTO THEIR APPROPRIATE CATEGORIES.

QUADRANT 1	formal from leaders

QUADRANT 2	formal from peers

QUADRANT 4	informal from leaders

QUADRANT 3	informal from peers

HOW DO YOUR RECOGNITION PROGRAMS ANSWER THEIR KEY QUESTIONS?

<p>QUADRANT</p> <p>1</p> <p>formal from leaders</p>	<p>Recognition program:</p>
<p>Is it supported?</p>	<p>Is it believable?</p>
<p>Is it authentic?</p>	<p>Is it understood?</p>
<p>Is it explained?</p>	<p>Is it consistent?</p>
<p>Is it consistent?</p>	

<p>QUADRANT</p> <p>2</p> <p>formal from peers</p>	<p>Recognition program:</p>
<p>Is it supported?</p>	<p>Is it believable?</p>
<p>Is it authentic?</p>	<p>Is it understood?</p>
<p>Is it explained?</p>	<p>Is it consistent?</p>
<p>Is it consistent?</p>	

<p>QUADRANT</p> <p>4</p> <p>informal from leaders</p>	<p>Recognition program:</p>
<p>Is it effective?</p>	<p>Is it understood?</p>
<p>Is it understood?</p>	<p>Is it funded?</p>
<p>Is it creative?</p>	<p>Is it creative?</p>
<p>Is it consistent?</p>	

<p>QUADRANT</p> <p>3</p> <p>informal from peers</p>	<p>Recognition program:</p>
<p>Is it effective?</p>	<p>Is it understood?</p>
<p>Is it understood?</p>	<p>Is it funded?</p>
<p>Is it creative?</p>	<p>Is it creative?</p>
<p>Is it consistent?</p>	

FILL IN THE RECOGNITION GAPS

What behaviors should be rewarded that aren't? In the following exercise, list any value-aligned behavior that isn't being rewarded but should be. Decide with your team which category of recognition might be most appropriate for that value. Can you come up with one example of an existing program in which it could be rewarded? If not, what other ways might this behavior get supported? *Hint: It doesn't have to be a companywide program. Start small within your team or sphere of influence.*

EXERCISE 2

1. On the worksheet to the right, list your company values.
Time: 5 minutes
2. Fill in one example of an existing behavior not being recognized that aligns with each value.
Time: 15 minutes
3. Mark which type of recognition might be most appropriate for each value-aligned behavior.
Time: 10 minutes
4. Work with your colleagues to imagine a new type of recognition program that would reward that behavior. Are there any existing programs in which recognition of this behavior could be included?
Time: 6 minutes

WHAT'S NEXT?

If any quadrants were empty in the previous exercise, or were weaker than the others, focus on generating ideas for that type to help balance the organization's portfolio of recognition programs.

LIST AN EXISTING BEHAVIOR FOR EACH VALUE AND MARK WHICH CATEGORY OF RECOGNITION IS MOST APPROPRIATE FOR THAT VALUE.

	FORMAL FROM LEADER	FORMAL FROM PEERS	INFORMAL FROM PEERS	INFORMAL FROM LEADERS
value				
behavior				
program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
value				
behavior				
program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
value				
behavior				
program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
value				
behavior				
program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
value				
behavior				
program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>