

Introduction

In 2003 Berrett-Koehler published my book, *Make Their Day! Employee Recognition That Works*. Soon after, managers and HR professionals began to ask what else I had available to support their efforts in transforming their departments and organizations into places where employees feel valued.

Many organizations, from high-tech to nonprofit, have requested programs for their managers on the topics of recognition and positive management. I have delivered everything from two-hour programs to full, management series designed to meet their needs.

Others have simply requested supplemental materials. These requests generally came from two groups:

- Managers who want to work individually and build on what they learned reading *Make Their Day!*
- Senior management or HR professionals who want to incorporate the concepts of *Make Their Day!* into their existing management training programs

I wrote *Recognition Strategies that Work* with these two groups in mind. Paired with *Make Their Day!*, it provides a comprehensive program for incorporating recognition into the workplace.

Content

Recognition Strategies That Work shows you how to develop the recognition habit and guides you through the process of fitting recognition into an already busy day. It provides you with a workable plan.

This book reinforces key concepts introduced in *Make Their Day!*

- PORT (**P**raise, **O**pportunity, **R**espect, **T**hanks)
- Who employees want recognition from
- Relationship building and recognition

The book offers information on a number of topics not addressed in *Make Their Day!* including how to make an effective recognition presentation. *Recognition Strategies That Work* also introduces two new concepts: the 50/30/20 Rule and Strategic Engagement. These concepts have come from my continued work in recognition and performance.

The examples I used throughout this book are based on the questions and comments I have heard from managers and their employees during training and coaching sessions. They should be relevant and realistic to most workplace environments.

How to Use

The format used in this book is that of a self-directed course for managers. It includes a little theory, a few statistics, and lots of examples, activities, ideas, and discussion questions to help illustrate key points.

There are numerous references to *Make Their Day! Employee Recognition That Works*, throughout. *Recognition Strategies That Work* functions best when used in conjunction with *Make Their Day!* Each book reinforces the other. This book is also able to stand on its own, providing adequate background to explain each concept.

Read each section of this book then do the activities and answer the questions. Read the referenced sections of *Make Their Day!* if you have that book. Think about each concept introduced and how it affects your work as a manager. Take what you learn into the workplace. Observe your group, their actions, and your actions and reactions. Make whatever changes seem reasonable.

For self-study, take your time working through the materials. Digest each concept. As you progress, make small changes in the way you manage and observe the effect.

For study groups, follow the study guide that starts on page 66. It will provide suggestions for reading, activities, and discussion. It also sets aside time in each session to talk about assignments, actions taken, and results achieved. This format for working through the materials will provide inspiration and greatly reduce the learning curve for those involved.

For management and supervisor training courses, the material presented here can be covered in a single day. For a trainer's guide on how to best facilitate this session, see the order form at the back of the book.

To have the greatest success with a one-day course, consider the following methods to reinforce the learned concepts and keep managers focused on making long-term positive changes: monthly facilitated group discussions to reinforce concepts, coaching, or self-directed peer discussion groups.

Follow the outlined steps and this book will help you create a recognition habit. By working through the materials and making simple changes recognition, over time, will become a natural part of your workday. Employees will be happier and more productive, and your work will be more enjoyable!

All the best,

