Performance Management and Staff Development System

Showing Recognition

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1   IMPORTANCE OF SHOWING RECOGNITION

The Boston Consulting Group conducted in recent years a global survey on job preferences among more than 200,000 job seekers from 189 countries.

Out of a list of 26 topics for job preferences, salary is only number eight. The top four topics are all around culture. The top preference is "***Being appreciated for your work***":

Position	Job Preference
1	***Being appreciated for your work.***
2	Having a pleasant relationship with colleagues.
3	Enjoying excellent work-life balance.
4	Having a good relationship with the supervisor.
…	…
8	Salary

This statistic shows how important it is for an organization to develop a culture of appreciation and to recognize good performance of individuals as well as teams for achieving strategic goals.

Similar findings were revealed in a survey conducted by the International Civil Service Commission (ICSC/74/R.3). The main reason for staying in the United Nations was "***I believe strongly in the goals and objectives of my Organization***". Salary (including promotions) and benefits were not in the group of the "Top Ten".

## 2   UNDERSTANDING STAFF ENGAGEMENT AND MOTIVATION

Staff engagement is about how much staff are committed and contribute positively to their work, their colleagues and the Organization as a whole. They might demonstrate pride and loyalty; be great advocates of their organization to clients, or go the extra mile to finish a piece of work.

Motivation refers to the amount of effort that someone applies to accomplish something. Motivation comes mainly from within, but is also influenced by external elements.

Both, staff engagement and motivation are important drivers of staff performance.

There are two types of factors which impact staff engagement and motivation: (*1) Motivation factors* which satisfy the needs of people such as interesting work and professional growth. They motivate people and make them more productive. *(2) Hygiene factors* which relate to the working environment such as remuneration, working conditions and relationships with others. These cannot motivate staff by themselves but may cause dissatisfaction if needs are not met. This, in turn, can impact negatively staff engagement and motivation.

The diagram below provides an overview of the main hygiene and motivation factors at work:
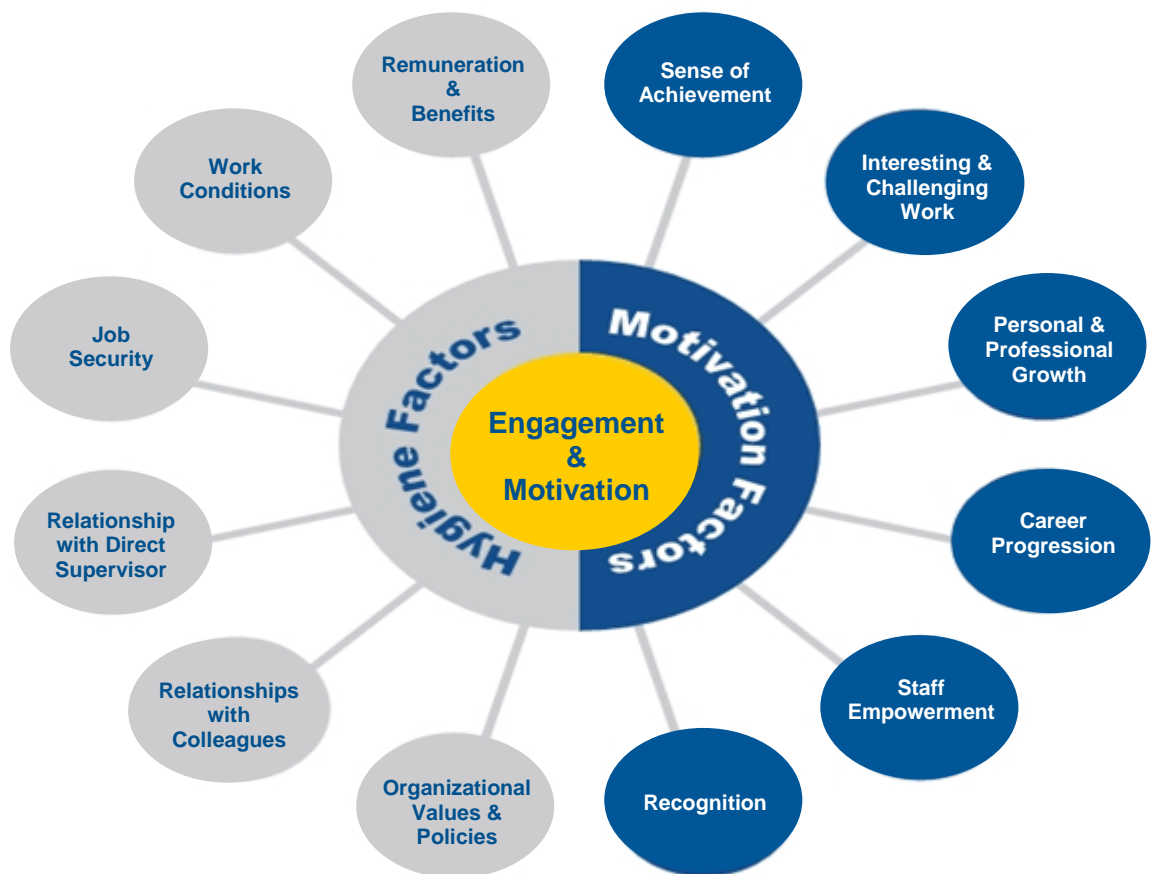
Source: Management Study Guide (www.managementstudyguide.com)

3   MANAGING FOR PERFORMANCE

The way people are managed can have a significant impact on their level of engagement and motivation. A manager, for example, may boost a staff member's engagement and/or motivation by:

-    Assigning interesting and challenging work;
-    Empowering and delegating instead of controlling;

- Showing trust;
- Providing learning opportunities and professional growth;
- Showing recognition for good work.

On the other hand, a manager, for example, may significantly reduce a staff member's engagement and/or motivation by:

- Taking personal credit for the achievements of others;
- Poor planning;
- Not setting a good example;
- Not "walking the talk";
- Favoritism, being biased;
- Coaching by criticism rather than by positive directing (solution oriented);
- Poor communication.

The different motivation factors are directly or indirectly connected. For example assignment of interesting and challenging work and empowerment to deliver may lead to a sense of achievement, which may then lead to recognition and personal/professional growth, and, in the long run, career progression.

Success (being good in what one is doing, contributing to something important) is a key driver of performance. Managers should therefore provide a working environment that enables and promotes success.

Providing opportunities for success	Provide for all supervisees opportunities for success, independent from the level of performance or grade (e.g. assigned work, learning, improvement of performance, showing team spirit).
Inspiring and coaching for success	Proactively guide your supervisees in accomplishing their work and development-related objectives.
Acknowledging and celebrating success	Don't let these moments just pass. Use the opportunity to say thank you (see also "Guiding Principles of Showing Recognition below). Organize specific events to celebrate; take photos and keep documents as a remembrance.

Sharing success	Make the contributions of individuals and teams visible to higher management.
	Let your supervisees participate, when higher management acknowledges your success.

However, managers should also acknowledge well-intentioned efforts made by staff even if the outcome is not as desired. Being creative and innovative involves a higher risk of failure, but, if seen as learning opportunities, "failures" may in the long run lead to even better results.

4   GUIDING PRINCIPLES OF SHOWING RECOGNITION

The guiding principles below apply to individual staff members as well as teams:

Be informed	Be abreast of what is happening in your team and who should be recognized for what and when.
Be timely	Timing is important; recognition should come as promptly as possible.
Acknowledge the right things	Acknowledge what is important to you, it increases the likelihood that it is repeated. Depending on what is acknowledged, staff will draw attention to it.
	Acknowledge not only work delivered, think also about other important elements of performance such as skills, behaviour (e.g. team spirit) and learning.
Be concrete	Avoid general statements, they can give the impression of manipulation or motivation attempts (e.g. you are really doing a great job).
	Better: I was very impressed with your last presentation. Especially the end was brilliant. I just loved the image …
Keep it positive	Do not criticize at time of recognition, even if it is phrased constructively.
Personalize approach	Keep in mind every person/team is different. Ask your supervisees/team what motivates them. The better you know your supervisees/team, the more personalized the acknowledgement of good performance, the bigger the impact will be.

5   EXAMPLES FOR SHOWING APPRECIATION AND RECOGNITION

The following table provides some ideas on how managers can show appreciation for individual staff or teams and/or give recognition for their good performance. Some of the examples are very obvious but sometimes overlooked.

General Appreciation	- Greet people by name when you pass their desks or pass them in the corridor;
	- Remember birthdays of your supervisees;
	- Ask a person for advice or opinion, this demonstrates respect;
	- Smile, it is contagious;
Saying Thank You	- Have a coffee or lunch with a staff member/team to say thank you;
	- Copy the supervisor on a "Thank you" message to a colleague;
	- Share a "thank you"; forward emails that compliment on the work of an individual or the team; tell your supervisees about positive comments that you heard from others;
	- Pop in at the first meeting of a special project and express your appreciation for their involvement;
	- Thank all team members at the conclusion of a project for their contributions;
Coaching and Developing	- Give special assignments to staff members who shows initiative;
	- Encourage participation in a special activities beyond the current function (e.g. cross-functional projects, task forces, boards, etc.) to learn more about the Organization;
	- Provide a "Learning Experience" (training, mission, shadowing of a senior colleague, etc.) for a staff member;

Acknowledging Contributions	- Arrange for a team/individual to present the results of the efforts to higher management;
	- Ask your manager to attend a meeting with your supervisees during which you thank them for their contributions and you celebrate the success;
	- Acknowledge individual contributions and achievements by using people's name when preparing internal documents (e.g. reports, assessments etc.);
	- Recognize an individual's accomplishments in front of peers (yours or theirs);
	- Establish a place to display photos, posters, emails, etc. documenting accomplishments.

6   FORMAL REWARD AND RECOGNITION

There are also formal mechanisms of reward and recognition established in WIPO. To show appreciation for good performance (e.g. achievements, extra contributions, etc.) it should be well documented in the relevant PMSDS cycle.

Where the performance of staff members was clearly and significantly above expectations for the functional role, the managers should formally acknowledge the performance with an overall rating of "Outstanding performance" in the relevant PMSDS cycle of the staff member. In addition, a manager may nominate individual staff members or teams for one of the formal rewards under WIPO's Rewards and Recognition Program. For more information see the relevant Office Instruction on ⮑ Rewards and Recognition.