

Performance Management Tool: Facilitating Recognition Feedback

Celebrate Success. What gets rewarded, gets repeated. Download the interactive manager guide here [Empower Recognition](#) (use the embedded version in this document for accessibility)

Understanding why recognition feedback matters

Supervisor Feedback Fuels Success! According to key studies, incorporating recognition into team culture can lead to the following outcomes. Watch this video to learn more.

- A recognition-rich culture is 2.5x's more likely to see higher employee productivity (Bersin by Deloitte).
- Employees who receive regular recognition are 4x's more likely to be engaged at work (Gallup).
- Organizations with effective recognition programs have 31% lower voluntary turnover rates (SHRM).
- 78% of employees reported that being recognized motivates them in their job (Officevibe).

Understanding when to conduct stay interviews

Use stay interviews to drive 3 core areas that are proven to strengthen retention:

1. PREPARE:

- Set aside dedicated and focused time. Consider your talking points. Identify an appropriate time and place. Consider HOW the employee likes to be recognized.

2. FACILITATE:

- Use a recognition feedback model (pg. 2.). Be specific and ensure you make the connection between the employee's actions/behavior and the positive impact it has on the job/others.

3. FOLLOW-UP:

- Document notes. Consider setting follow-up goals for the employee to work towards. Recognize continued efforts and achievements. Incorporate positive and developmental feedback.

Understanding two feedback models that could be used to provide recognition feedback: 1) STAR; and 2) SBI

Feedback models promote clear communication and help employees make the connection between their behavior/actions observed and the impact they have.

Two models, 1) STAR; and 2) SBI, are proven to help leaders focus on facts and behaviors that help employees understand the desired performance that should continue.

1. STAR: Understanding the model

You'll use STAR when you have time to provide more context during the recognition discussion. STAR stands for situation, task, action, and result. You will follow each letter in the acronym and deliver feedback that addresses the goal/objective of that letter as outlined below:

- **Situation and Task:**

- Identify and share specific details about the situation in which you are providing feedback. Include time, place, project, or people involved

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- **Action:**
 - The specific actions the employee took (what they said, what they did).
- **Result**
 - The impact or results of their actions. Directly correlating what they did and the result of their behavior/performance, or actions.

Practicing STAR

Directions: Review the following example and review how STAR is broken down.

Example: “Thanks for helping me with my report when I had to rush to the meeting. I appreciate your delivering it to Sue so quickly and spending time answering her questions. I wanted you to know that she called me back and said she was really impressed with our responsiveness and your knowledge of the project. It looks like she’s going to recommend our department for the job.”

- **Situation/ Task Component:** They helped you with a report when you had to rush to a meeting
- **Action Component:** It was delivered to Sue, and they spent time answering her questions
- **Result Component:** Sue was really impressed with the knowledge and responsiveness. She is recommending their department for the job.

When implementing this new process with a team, share the intent and gauge the level of trust that exists to foster effective interviews. If trust and open feedback are not a norm for your group, consider starting with psychological safety practices. Only when psychological safety is present will stay interviews be conducive.

2. SBI: Understanding the model:

SBI is a quick feedback model best used to quickly convey feedback, rooted in time, actions, and impact. When should you use SBI? When quick and immediate feedback is needed. SBI stands for situation, behavior, and impact. You will follow each letter in the acronym and deliver feedback that addresses the goal/objective of that letter as outlined below:

- **Situation**
 - Identify and share specific details about the situation in which you are providing feedback. Include time, place, project, or people involved
- **Behavior:**
 - The specific behaviors that were observed (what they said, what they did).
- **Impact**
 - The connection between their behavior and the outcome it caused. This helps the employee identify the behaviors that should or should not be repeated.

Understanding the 5 ways to recognize employees, and the 6 recognition personality profiles.

Did you know that recognition is more than a formal or informal expression of gratitude? There are 5 ways (categories) in which you could recognize others. The categories include:

1. Verbal recognition, which includes 1:1 or small group recognition

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2. Written recognition, which includes things such as thank you notes, emails, or text messaging
3. Public recognition, which includes company websites, newsletters, bulletin boards, or other public announcements.
4. Formal recognition, which includes company-sponsored programs, team programs.
5. Developmental recognition, which includes stretch projects, and internal and external learning and development opportunities.

Did you know there are 6 recognition styles? Do you know your employee's recognition style? Complete this free self-assessment to identify your style. Encourage your team members to complete an assessment and share results. The free self-assessment (hyperlinked below) takes roughly 2 minutes to complete, and personalized results with a mini profile can be emailed directly to participants.

- Complete the self-assessment by selecting this link: [Self-Assessment: Identifying Your Recognition Style](#)

Summary

Remember the journey to effective recognition feedback. What gets rewarded, gets repeated! Remember these 6 points from this learning guide:

1. Identify your Recognition Feedback Style: Know your employee's recognition style.
2. Select an Appropriate Recognition Category.
3. Identify the Feedback Model: Use the right model to facilitate feedback.
4. Facilitate the Conversation.
5. Document the Feedback: Keep a log to remember key moments for performance reviews.
6. Share Success with Management: Keep your senior leaders informed of your employee's performance.

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