

MANAGER GUIDE: FACILITATING IMPACTFUL RECOGNITION FEEDBACK CONVERSATIONS

Celebrate Success! What gets rewarded gets repeated.

Download the interactive manager guide here [Empower Recognition](#) (use the embedded version in this document for accessibility)

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).

What are the 3 types of Feedback?

This guide takes a deeper dive into the first type, recognition feedback.

1. Positive Recognition

- Timely and specific positive reinforcement, highlighting strengths and contributions. Reinforces desired behaviors and boosts morale.

2. Constructive Feedback

- Focuses on specific areas where an employee can improve. It should be actionable and provided to help the employee improve and grow.

3. Developmental

- Future-focused, identifying specific skill development needs. Supports professional and personal growth. Help facilitate professional development planning.

UNDERSTANDING THE LEADER FEEDBACK CYCLE

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 STAR & SBI, recognition feedback models.

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

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

Understanding STAR

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

Understanding SBI

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.

Below is an example of a common feedback statement compared to how it could be elevated with the SBI model.

- “Colin, great job on that project plan and presentation”. Stated with SBI, “Colin, thank you for taking the initiative on Friday and creating a presentation for the team for the new project plan. Your initiative helped align everyone on key milestones, which will help us be successful.”

Understanding the 5 recognition categories and the 6 recognition styles

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
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.

- [Self-Assessment: Identifying Your Recognition Style](#)
 - 2-minute self-assessment that can be shared with employees
 - Personalized and emailed mini-profile report for participants
 - Leadership insights on how to properly engage each unique individual

Summary: Putting it all Together

Remember the journey to effective recognition feedback. What gets rewarded, gets repeated!

Remember these 6 points from this learning guide:

1. **Identify the 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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