

The Manager's Role in Recognition

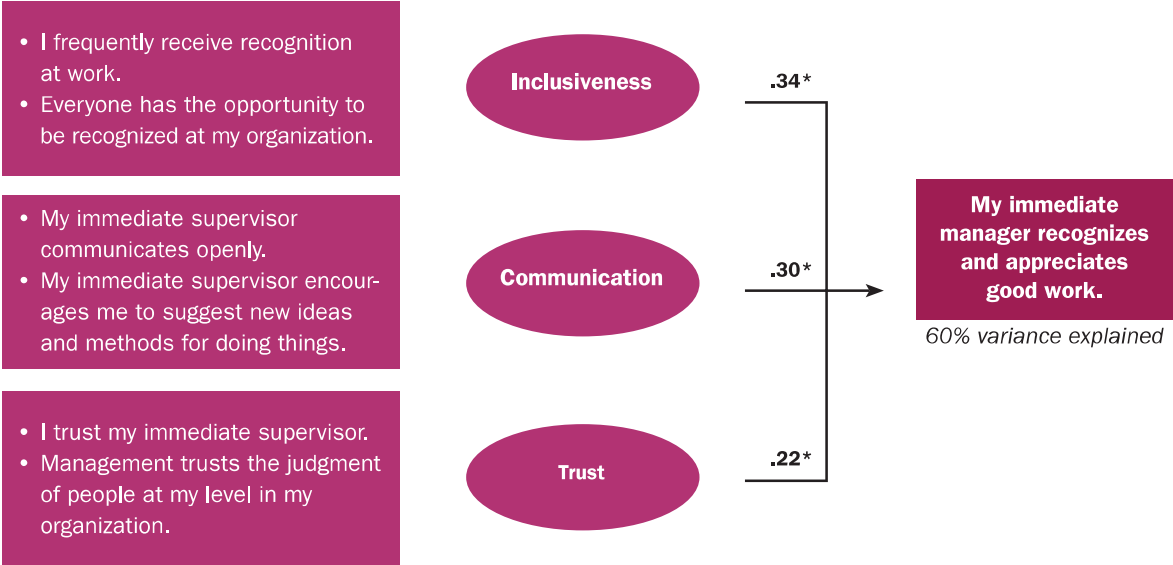
Our research on recognition told us that effective recognition from managers encompasses three basic requirements: inclusiveness, communication and trust. These factors are shown in *Exhibit 2*.

Overall, respondents to our global recognition survey gave managers a score of 56% favorable. This means that 56% of the respondents agreed or completely

agreed that their immediate managers recognize and appreciate good work. Clearly, there is room for improvement. *Exhibit 3* shows the scores for the individual elements that drive this result (the items listed in the boxes on the left side of Exhibit 2). The data give some clues about where managers' perceived weaknesses lie.

“Effective recognition from managers encompasses three basic requirements: inclusiveness, communication and trust.”

Exhibit 02. Three Requirements for Effective Manager Recognition



\*Standardized regression coefficients indicate the relative strength of inclusiveness, communication and trust as drivers of immediate manager recognition.

Source: Q.C. Tanner 2008 Global Recognition Study

Exhibit 03. Managers Need to Improve Their Recognition Practices



Source: Q.C. Tanner 2008 Global Recognition Study