

Managers Hold Keys to Success in Recognition Systems

The #1 reason people leave organizations is because they don't get along with their immediate supervisor. A Gallup Poll of over one million employees found that the length of time an employee stays with an organization, and how productive they are, is determined by their relationship with their immediate supervisor.

As we move into an era of shortages in skilled labor, supervisors have a key role in retaining talent. Unfortunately, managers' perception of the value of recognition does not coincide with recent surveys and research about employees' perception of the value of recognition. In a survey conducted for *The Carrot Principle* by Elton & Gostick, the responses from managers were unsettling - 32% of managers are negative about employee recognition, 22% are considered control freaks who fear any sort of recognition or appreciation would leave them powerless, and 20% of managers operate "by the book" and if recognition is not in the employee manual, they are afraid to do it. **Seventy-four per cent of managers in North America are a threat to the high performance organization.**

The numbers above suggest that it is critical that education about the value of employee recognition be addressed. Managers need to understand that they are in the front line of employee retention and that their own success is tied to keeping their team intact. One should not assume that managers will embrace recognition. Rather, it should become part of their job description and be reflected in their job evaluation and performance reviews.

A well-crafted recognition system can be an effective tool for managers to engage employees. But only if they embrace and use the system. It also is a great feedback mechanism for top managers to observe supervisor/employee engagement.