MODULE OVERVIEW

Being seen at work: Why recognition drives performance

Adaptive module | ~20 min

Recognition is neither a luxury nor mere kindness: most employees feel their managers don't recognize them enough, and many consider leaving not so much over pay as over feeling invisible. This module reverses cause and effect (recognition comes before performance rather than rewarding it) and supports this with engagement and turnover figures. It also shows that recognition flows between peers and upward.

LEARNING OBJECTIVES

01 Understand why the need to be seen is vital, and what dopamine and oxytocin trigger.

02 Distinguish recognition of what a person does from recognition of who they are.

03 Explain how recognition drives performance, using engagement, turnover, and cost figures.

04 Identify what holds back recognition, and share simple signs of recognition with colleagues and your manager.

WHO IT'S FOR

Managers and team members who want everyone to feel seen, and want recognition to flow upward too.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Strokes, or signs of recognition (Transactional Analysis) – inspired by Eric Berne
- Pygmalion effect – inspired by Rosenthal & Jacobson (1968)
- Conditional vs. unconditional recognition, the stroke economy – inspired by Claude Steiner

SOURCES & REFERENCES

- Bersin by Deloitte – organizations with strong recognition programs have about 31% lower voluntary turnover
- The Center for Workforce Transformation (December 2024, more than 3,000 employees): well-recognized employees are up to 7 times more likely to be fully engaged
- Cost of replacing an employee estimated at 50% to 200% of their annual salary – the usual range cited by Gallup and SHRM
- Cerasoli, Nicklin & Ford, Psychological Bulletin (2014) – intrinsic motivation, incentives, and work quality

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