



# Recognition Advocates

Recognition Advocates is a group selected to do the work of creating, launching, implementing and monitoring the system.

**Group size:** 5-9 people (will vary by the size of your facility)

**Group make up:** represent all functions in your department or facility. This would include an appropriate mix of gender, age, role type (front line to leader) and years of service (newer to well-seasoned).

**Leader:** For a 100% internal initiative, a leader needs to be selected from the group to steer the ship; for a hybrid model, an outside facilitator can be brought in to lead and navigate with the internal champions doing the day-to-day heavy lifting.

**Creating a sustainable process:** The group will need to begin by creating a few key elements that will give the process a life of its own beyond the founding Recognition Advocates.

- > Administration:
  - Recognition mission
  - Recognition vision
  - Group operating guidelines that include
    - Confidentiality
    - Conflicts within the group
    - Communication within the group
    - Structure: roles and responsibilities
- > Committee service:
  - Recruiting
  - Onboarding
  - Length of service
  - Offboarding
- > Creating camaraderie
  - Communication
  - Accountability
  - Collaboration
  - Social

**The Recognition:** Your Recognition Advocates all hold an important role in your healthcare organization. They have been trained in their craft. To be well-versed and successful in this role you will need to invest time to gain a deeper understanding of recognition systems.

This should include learning about:

- > Recognition types
- > Recognition moments
- > Delivery methods

[< Learn more >](#)

**Working budget:** Your Recognition Advocates work will need resources to be successful. They will need:

- > A budget for the internal working of their group to create the recognition system.
- > Sightlines to the department and/or organization's recognition budget.
- > Understanding of anticipated changes (larger or smaller) to the current recognition budget.





# > Gathering Data

Recognition Advocates will be best served by first gathering important data points to immerse themselves and understand from a different perspective what is already in place. Developing a successful recognition system requires it to follow the “heart” of your organization.

**Current practices:** Develop a list of current practices including all activities, recognition communications, and the moments that are actually recognized. Resources:

- > [Activity Inventory Form](#)
- > [Communication Inventory Form](#)
- > [Recognition Inventory Form](#)

**Organizational data:** Gather organizational information including:

- > Current business objectives
- > Core values
- > Voice and brand of the organization

**Survey data:** What are employees thinking and feeling. Study:

- > Annual engagement surveys
- > Pulse surveys

**Objective:** Know what your goals are. This will give you a lens through which to evaluate your planning, successes and determine what needs refinement.





# Develop your Blueprint

A blueprint enables you to look beyond the individual recognition programs/moments you deliver and create a system that will be a key element to shaping your employee experience, align with your goals and fit your organization's brand. Your blueprint is a map of all of the recognition moments, delivery methods, communication tools, and back-office activities employees never see but are essential to delivering the end result. Best of all the blueprint will create the conditions for a sustainable process to ensure repeatability.

## Create structure

- > Place current practices that are meaningful into the appropriate recognition category.
- > Use insight you have uncovered in your data gathering and assessing to ideate additional recognition moments that fill gaps from the most-simple of noticing effort to rewarding results.
- > Assess your new ideas for:
  - Practicality
  - Function
  - Alignment to objectives and organizational brand and values
- > For the system and each recognition moment develop guidelines for recognition delivery. This includes:
  - Criteria that guides when someone should be recognized
  - Frequency - how often people are recognized
  - Timing - proximity to the action
  - Deliver channel
  - By whom

**Packaging your recognition:** Beyond the actual recognition moments and criteria for delivery your system needs to include other vital components to create sustainability, repeatability and success. You have been working closely to create the system. Create a path to ensure users of the system deeply understand how the system works.

- > Communication
  - Clearly communicate recognition criteria frequently.
  - Communicate your recognition initiative consistently and through multiple channels.
  - Create individualized recognition communication to how someone wants to be recognized.
- > Training: Everyone plays a role in recognition.
  - Develop training and implementation tools for individual contributors to senior leaders. Training and tools will vary based on the role type.
  - Continuous training. As people shift from individual contributors to managing people different recognition skills are required.
  - Reinforce training by recognizing those who are consistently implementing your recognition initiatives.
- > Coaching: We each have different strengths, not everyone is naturally comfortable delivering a recognition moment. Coaching:
  - Language to message recognition moments.
  - Model acts of encouragement to inspire others to recognize.
  - Coaching builds confidence and ensures recognition is delivered authentically.
- > Recognition delivery
  - Encourage the use of all types of recognition moments.
  - Reinforce use of established criteria to ensure recognition is delivered consistently.
  - Use of different recognition delivery channels will help to keep your initiative fresh.
- > Alignment
  - Create a pre-launch check and balance to the system. Are all elements of your blueprint aligned to:
    - Meaningful for your workforce
    - Department and/or organization objectives
    - Core values
    - Brand voice and messaging
  - Creating a network of advocates. During your process development you have tapped individuals for their thoughts and insight.
    - Onboard them early and test your system
    - Listen to their oh no's and WooHoo's
    - Evaluate if their oh no's are about resistance to change or an issue you overlooked. Take appropriate next steps.





# Implementation

Implementing your new system requires as much care as the development. Implementing change, even when it is something that people have asked for, and in some cases demanded is not easy. Change pushes people out of their comfort zone and sometimes there is resistance. Identifying and securing a set of key stakeholders from a cross-section of the department and/or organization will make your adoption efforts more successful.

## Rollout

Rolling out a new system should come with a bit of intentional fanfare and detailed planning. Recognition Advocates need to own the process.

- > Create momentum, bring key stakeholders into your planning circle to launch. Make sure they have an inside track.
- > Key stakeholders hold a key role to actively participate in recognition activity to support a successful implementation.
- > First impressions happen quickly, work to ensure it is positive.
- > Present a step-by-step guide that explains how to use the new your recognition blueprint. The guide should be appropriately presented for each role in your organization.
- > Ensure your launch includes how this new recognition blueprint will benefit the team.

## Data gathering

As the system launches the Recognition Advocate team needs to be in data gathering mode. Collecting qualitative and quantitative will help you track how the system is being used, or not and identify pitfalls that need adjustment. Data should be gathered through:

- > Observation
- > Asking curious questions directly to individuals and small groups
- > Listening to stakeholders

## Continuous study

The Recognition Advocates should capture and regularly consider and gain insight through data gathered. However, resist the temptation to make changes in the short-term. It takes time to change recognition muscle memory.

- > Review and consider progress through internal milestones and dates
- > Create and continually update your troubleshooting guide as pain points arise
- > Share success stories liberally





# > Assess and Analyze

Now is the time to step back to assess and analyze the data collected.

## Map current practices

- > Current recognition, communication, and activity practices should be mapped out by frequency
  - Weekly
  - Monthly
  - Quarterly
  - Annually
  - Actual (not aspirational)

## Alignment to the organization

- > Step back and review your current practices and their alignment to:
  - Department or organizational goals
  - Core values
  - The organizations brand and voice

## Involve others

- > Become curious both observationally and by asking questions. Gain deeper insight to how your workforce (full-time, part-time, contract, floater) feels about current practices.
  - Develop a short list of questions to ask others
  - Develop a good cross-section list of people (front line to senior leaders) to approach
  - Conduct one-to-one short surveys, casually, gather additional data
  - Conduct small focus groups, casually, gather additional data

**Evaluate:** Evaluating the additional data gathered needs to be done through a dual lens. Consider both the program and organization.

- > How do employees feel about the recognition they receive?
- > What seems to be successful?
- > Are there gaps in current recognition practices?
- > What recognition barriers do we face?
- > Do current recognition practices incorporate all types of recognition
- > Are multiple delivery methods
- > Are current recognition practices integrated into a system that need improvement or more of an ad hoc group of practices?
- > Are individual programs within current recognition practices delivered similarly for all?
- > Does each individual program within current recognition practices align to the organization from all facets?





# Analyze & Measure

Set milestones at 90-day intervals of the first year and annually after that. Use all of your data gathered to evaluate for meaning and relevance of the system. When consistency addressed, it will amount to tweaking. If you hit a more significant bump, then reimagine it with greater effort.

## Analyze plan to actual

- > Using the objectives, you set review actual results to your plan
- > Include quantitative and qualitative data
- > Identify objectives that are in the range of success and those that need improvement

## Identify success: objectives that are successful

- > Discuss what might be driving the success within each successful component
- > Step back and look at all successful objectives together are there common threads
- > How can you build upon that successful objectives?

## Identify improvements needed

- > Discuss what might be causing an objective to miss the mark
- > Step back and look at all objectives that are missing the mark together are there common threads
- > How can you reimagine these objectives?

## Refine

- > Refine objectives based on success and those that need improvement
- > Set your next review date
- > Work to operationalize this initiative for sustainability





## > Refine Blueprint

With evaluation and refinement to your initiative it is important to refine all of your communication tools to support any changes. This includes reviewing and modifying training, coaching, communication, and recognition delivery. Using your network of advocates onboard them to initiative refinements and earn their support.

## > Implementation

Implementing refinements to a new system requires care. Remember: implementing change, even when it is for a benefit of improvement demanded, is not easy. Identifying and securing a set of key stakeholders from a cross-section of the department and/or organization to champion your refined blueprint is a key step to make sure your efforts are more successful.

## > Analyze & Measure

Over time people and objectives change and your system needs to be dynamic and revisited with regularity to keep it fresh. Yearly analysis will create a continuum of change. Most likely from year to year this will amount to small tweaks. If you hit a more significant bump, then reimagine with greater effort.

