Recognition Assessment and Measurement Tools

I n this section, you will find various recognition assessment and measurement tools that were referenced earlier in the book. These tools can be used to measure different aspects of recognition and your organization's readiness for implementing recognition programs. The first two assessments—

■ Recognition Practices Inventory for Leaders

■ Recognition Practices Inventory for Employees

—can be used to determine current recognition behaviors of your leaders and employees. The other assessments—

■ Motivational Culture Assessment

■ Recognition Context Assessment

■ Organizational Culture Assessment

■ Recognition Skills Needs Assessment

—can help determine your organization's readiness for implementing recognition programs.

RECOGNITION PRACTICES INVENTORY FOR LEADERS

The "Recognition Practices Inventory for Leaders" can be used independently or together with the "Recognition Practices Inventory for Employees" that follows in this section.

Behavior/belief gaps. The "importance" ratings on the inventory can help you understand whether you are actually practicing the behaviors you feel are important in managing or supervising others. If your frequency ratings are not consistent with your importance ratings, you might want to try to align your recognition practices with your beliefs about managing and recognizing people.

Range of behaviors. This inventory can also provide you with a profile of how frequently you use a variety of forms of recognition. If you find that you are using only a few of the recognition practices listed, you might want to consider using other forms of recognition.

Pre- and postassessment. You can use this inventory to establish a baseline of beliefs and practices that can then be remeasured after an intervention such as recognition training, recognition program rollout, providing recognition tools, or all of these.

Comparison with other leaders. You can compare your scores with an aggregate of scores of all other leaders who completed this inventory or all other leaders within your organization. The scoring key allows for an initial comparison of your mean scores with those of other leaders who have taken this inventory.

Alignment with employee perceptions. After your employees take the "Recognition Practices Inventory for Employees," you will be able to easily see what recognition behaviors they deem most desirable. By comparing your own self-ratings with your employees' ratings, you will be able to identify gaps in both frequency and importance, and you will be better able to focus on increasing the behaviors that are most important to your employees.

RECOGNITION PRACTICES INVENTORY FOR LEADERS

This inventory measures the type, frequency, and importance of nonmonetary recognition that you provide to your employees in your current position.

RECOGNITION ITEM/ACTIVITY	IMPORTANCE					FREQUENCY				
	extremely important	very important	somewhat important	not very important	unimportant	almost always	frequently	occasionally	seldom	almost never
Employee is given a verbal praising.	1	2	3	4	5	1	2	3	4	5
Employee is given a praising on voice mail.	1	2	3	4	5	1	2	3	4	5
Employee is given a written thank-you note.	1	2	3	4	5	1	2	3	4	5
Employee is given a praising on e-mail.	1	2	3	4	5	1	2	3	4	5
Employee is given a public praising.	1	2	3	4	5	1	2	3	4	5
Employee is given a certificate of achievement.	1	2	3	4	5	1	2	3	4	5
Employee receives a gift, flowers, gift certificate.	1	2	3	4	5	1	2	3	4	5
Employee receives coupons: food, movie, car wash, etc.	1	2	3	4	5	1	2	3	4	5
Employee receives entertainment tickets.	1	2	3	4	5	1	2	3	4	5
Manager gives the employee dinner out for two.	1	2	3	4	5	1	2	3	4	5
Employee receives a small cash award.	1	2	3	4	5	1	2	3	4	5
Customer letters are posted on bulletin boards.	1	2	3	4	5	1	2	3	4	5
Employee receives a "pass-around" trophy.	1	2	3	4	5	1	2	3	4	5
Employee gets to use a preferred parking space.	1	2	3	4	5	1	2	3	4	5
Employee receives a special achievement award.	1	2	3	4	5	1	2	3	4	5
Manager buys the employee lunch or dinner.	1	2	3	4	5	1	2	3	4	5
Manager provides a celebration for successes.	1	2	3	4	5	1	2	3	4	5
Manager spends time with employee.	1	2	3	4	5	1	2	3	4	5
Manager gives employee time off from work.	1	2	3	4	5	1	2	3	4	5
Manager allows an employee flexible hours.	1	2	3	4	5	1	2	3	4	5
Employee is given a choice of assignment.	1	2	3	4	5	1	2	3	4	5
Employee is given special privileges or perks.	1	2	3	4	5	1	2	3	4	5
Employee is given increased job autonomy.	1	2	3	4	5	1	2	3	4	5
Employee is given increased authority in the job.	1	2	3	4	5	1	2	3	4	5
Employee is allowed to participate in a learning activity.	1	2	3	4	5	1	2	3	4	5

Z1. In general, how important is it to you to recognize employees when they do good work? (circle one)

⬚1 *extremely important* ⬚2 *very important* ⬚3 *somewhat important* ⬚4 *not very important* ⬚5 *unimportant*

Z2. In general, how often do you recognize employees when they do good work? (circle one)

⬚1 *daily* ⬚2 *weekly* ⬚3 *monthly* ⬚4 *yearly* ⬚5 *seldom, if ever*

This inventory is available for electronic scoring, feedback, and comparisons with other leaders and organizations through Nelson Motivation at www.nelson-motivation.com, or call 1-800-575-5521.

SCORING FOR IMPORTANCE

Add up your responses under Importance for Items 1 to 25 and divide by 25 to calculate your average perceived importance of providing these various forms of recognition to your employees. The average response of previous leaders who have taken this assessment is 2.62, with an average response of 1.45 for Item Z1.

An average score of less than 2.62	indicates you feel providing employees recognition is **more** important than most leaders do.
An average score of more than 2.62	indicates you feel providing employees recognition is **less** important than most leaders do.
A score on item Z1 of less than 1.45	indicates you feel providing recognition to employees is **more** important than most leaders do.
A score on item Z1 of more than 1.45	indicates you feel providing recognition to employees is **less** important than most leaders do.

SCORING FOR FREQUENCY

Add up your responses under Frequency for items 1 to 25 and divide by 25 to calculate your average perceived frequency of providing these various forms of recognition to your employees. The average response of previous leaders who have taken this assessment is 3.33, with an average response of 2.10 for item Z2.

A average score of less than 3.33	indicates you provide **more** recognition than most leaders.
An average score of more than 3.33	indicates you provide **less** recognition than most leaders.
A score on Item Z2 of less than 2.10	indicates you provide **more** recognition than most leaders.
A score on Item Z2 of more than 2.10	indicates you provide **less** recognition than most leaders.

RECOGNITION PRACTICES INVENTORY FOR EMPLOYEES

This inventory measures the type, frequency, and importance of nonmonetary recognition that you receive from your immediate manager (supervisor, team leader, etc.) in your current position.

RECOGNITION ITEM/ ACTIVITY	IMPORTANCE					FREQUENCY				
	extremely important	very important	somewhat important	not very important	unimportant	almost always	frequently	occasionally	seldom	almost never
Employee is given a verbal praising.	1	2	3	4	5	1	2	3	4	5
Employee is given a praising on voice mail.	1	2	3	4	5	1	2	3	4	5
Employee is given a written thank-you note.	1	2	3	4	5	1	2	3	4	5
Employee is given a praising on e-mail.	1	2	3	4	5	1	2	3	4	5
Employee is given a public praising.	1	2	3	4	5	1	2	3	4	5
Employee is given a certificate of achievement.	1	2	3	4	5	1	2	3	4	5
Employee receives a gift, flowers, gift certificate.	1	2	3	4	5	1	2	3	4	5
Employee receives coupons: food, movie, car wash, etc.	1	2	3	4	5	1	2	3	4	5
Employee receives entertainment tickets.	1	2	3	4	5	1	2	3	4	5
Manager gives the employee dinner out for two.	1	2	3	4	5	1	2	3	4	5
Employee receives a small cash award.	1	2	3	4	5	1	2	3	4	5
Customer letters are posted on bulletin boards.	1	2	3	4	5	1	2	3	4	5
Employee receives a "pass-around" trophy.	1	2	3	4	5	1	2	3	4	5
Employee gets to use a preferred parking space.	1	2	3	4	5	1	2	3	4	5
Employee receives a special achievement award.	1	2	3	4	5	1	2	3	4	5
Manager buys the employee lunch or dinner.	1	2	3	4	5	1	2	3	4	5
Manager provides a celebration for successes.	1	2	3	4	5	1	2	3	4	5
Manager spends time with employee.	1	2	3	4	5	1	2	3	4	5
Manager gives employee time off from work.	1	2	3	4	5	1	2	3	4	5
Manager allows an employee flexible hours.	1	2	3	4	5	1	2	3	4	5
Employee is given a choice of assignment.	1	2	3	4	5	1	2	3	4	5
Employee is given special privileges or perks.	1	2	3	4	5	1	2	3	4	5
Employee is given increased job autonomy.	1	2	3	4	5	1	2	3	4	5
Employee is given increased authority in the job.	1	2	3	4	5	1	2	3	4	5
Employee is allowed to participate in a learning activity.	1	2	3	4	5	1	2	3	4	5

Z1. In general, how important is it to you to be recognized by your manager when you do good work? (circle one)

    ☐1 *extremely important*   ☐2 *very important*   ☐3 *somewhat important*   ☐4 *not very important*   ☐5 *unimportant*

Z2. In general, how often are you recognized by your manager when you do good work? (circle one)

    ☐1 *daily*   ☐2 *weekly*   ☐3 *monthly*   ☐4 *yearly*   ☐5 *seldom, if ever*

This inventory is available for scoring, feedback, and comparisons with other employees, leaders, and organizations through Nelson Motivation at www.nelson-motivation.com, or call 1-800-575-5521.

SCORING FOR IMPORTANCE

Add up your responses under Importance for items 1 to 25 and divide by 25 to calculate your average frequency of receiving these various forms of recognition from your manager. The average response for employees who have previously taken this assessment is 2.89, with an average response of 1.88 for Item Z1.

An average score of less than 2.89	indicates you feel recognition is **more** important than most employees do.
An average score of more than 2.89	indicates you feel recognition is **less** important than most employees do.
A score on item Z1 of less than 1.88	indicates you feel recognition is **more** important than most employees do.
A score on item Z1 of more than 1.88	indicates you feel recognition is **less** important than most employees do.

SCORING FOR FREQUENCY

Add up your responses under Frequency for items 1 to 25 and divide by 25 to calculate your average frequency of receiving these various forms of recognition from your manager. The average response of employees who have previously taken this assessment is 3.59, with an average response of 2.77 for item Z2.

An average score of less than 3.59	indicates you receive **more** recognition than most employees.
An average score of more than 3.59	indicates you receive **less** recognition than most employees.
A score on item Z2 of less than 2.77	indicates you receive **more** recognition than most employees.
A score on item Z2 of more than 2.77	indicates you receive **less** recognition than most employees.

# MOTIVATIONAL CULTURE ASSESSMENT

Please respond to the statements below to the best of your ability based on your own personal experience in your work unit and/or the organization as a whole.

STATEMENT	RATING				
I look forward to going to work.	1	2	3	4	5
Employees are very productive.	1	2	3	4	5
There is a high level of energy.	1	2	3	4	5
Employees have positive and optimistic attitudes.	1	2	3	4	5
Employees seem to enjoy working here.	1	2	3	4	5
Absenteeism is low.	1	2	3	4	5
Tardiness is low.	1	2	3	4	5
Commitment to customer satisfaction is high.	1	2	3	4	5
Employees are encouraged to take initiative to satisfy both internal and external customers.	1	2	3	4	5
Employees' health and safety are important to management.	1	2	3	4	5
I am made to feel like an important part of this organization.	1	2	3	4	5
Management encourages employees to have fun at work.	1	2	3	4	5
Working in this organization is more than just a job to me.	1	2	3	4	5
Employees are careful and respectful in dealing with the organization's facilities and resources.	1	2	3	4	5
I am well informed about the organization's vision, mission, strategy, and goals.	1	2	3	4	5
I feel that management is interested in my opinions.	1	2	3	4	5
Senior managers are highly visible.	1	2	3	4	5
I have input into the organization's planning processes.	1	2	3	4	5
Employee suggestions are actively solicited.	1	2	3	4	5

RATING

Use the numbers on the scale below to rate the following statements.
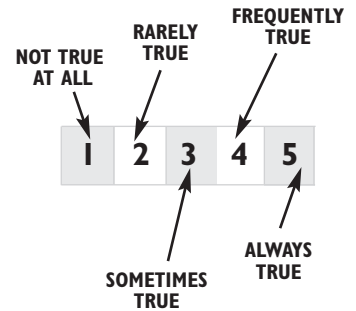
NOT TRUE AT ALL	**RARELY TRUE**	**SOMETIMES TRUE**	**FREQUENTLY TRUE**	**ALWAYS TRUE**
1	2	3	4	5
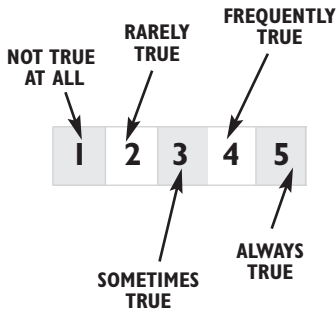
STATEMENT	RATING				
Management takes prompt action on employees' suggestions and provides employees with feedback on actions taken.	1	2	3	4	5
Employees are encouraged to be creative.	1	2	3	4	5
Employees are encouraged to suggest improvements in work methods.	1	2	3	4	5
Management strives to reduce or eliminate barriers to my success.	1	2	3	4	5
Employees are encouraged to learn from mistakes, and are not reprimanded for them.	1	2	3	4	5
Managers tend to view problems as opportunities for learning.	1	2	3	4	5
Management is committed to continuous improvement.	1	2	3	4	5
Employees are encouraged to use the full range of their skills.	1	2	3	4	5
Learning is a high priority in this organization.	1	2	3	4	5
Employees have input into the training they receive.	1	2	3	4	5
There is assistance provided after training to help employees use what they learned on the job.	1	2	3	4	5
I am involved in training decisions that affect my career.	1	2	3	4	5
A high priority is placed on doing quality work.	1	2	3	4	5
There is frequent two-way communication between employees and management.	1	2	3	4	5
Employees are kept well informed.	1	2	3	4	5
Information is not withheld from employees.	1	2	3	4	5
The meetings I attend are productive and well led.	1	2	3	4	5
Organizational communications are informative and helpful.	1	2	3	4	5
Managers are responsive to employees' needs and concerns.	1	2	3	4	5
Everybody works together as one team.	1	2	3	4	5
There are no conflicts between departments or work units.	1	2	3	4	5
Management values each and every employee.	1	2	3	4	5
Labor-management issues are promptly resolved.	1	2	3	4	5
Management is willing to take responsibility for its mistakes.	1	2	3	4	5

|	1	2	3	4	5
There is a high degree of trust between employees and management.	1	2	3	4	5
I believe that what management tells me is the truth.	1	2	3	4	5
There is excellent teamwork among employees.	1	2	3	4	5
I receive frequent and objective feedback on my work performance.	1	2	3	4	5
My performance is evaluated fairly.	1	2	3	4	5
I view performance appraisal as being a positive development experience.	1	2	3	4	5
Problems of poor employee performance are promptly addressed.	1	2	3	4	5
A lot of recognition is given to employees who deserve it.	1	2	3	4	5
Employees feel appreciated.	1	2	3	4	5
Rewards and recognition are given fairly.	1	2	3	4	5
I feel that I am fairly paid.	1	2	3	4	5
I am appreciated when I put in extra effort.	1	2	3	4	5
Outstanding performance is celebrated.	1	2	3	4	5
Both individual and team performance are appropriately rewarded.	1	2	3	4	5
Poor performers are not rewarded.	1	2	3	4	5
I don't hear others complaining about how they are treated in this organization.	1	2	3	4	5
If this organization were in financial trouble, employees would be willing to make a financial sacrifice to help out.	1	2	3	4	5
TOTAL SCORE					

SCORING

Add total score: _____ (divide by 300) = % Score: _____ %	
90–100%	Extraordinary motivational culture
80–89%	High motivational culture
70–79%	Above-average motivational culture
60–69%	Average motivational culture
50–59%	Below-average motivational culture
Below 50%	**Deficient motivational culture**

RATING

Use the numbers on the scale below to rate the following statements.

DEFINITELY TRUE

SOMEWHAT TRUE

NOT TRUE

| 1 | 2 | 3 |
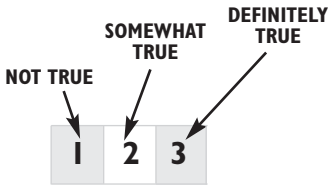
RECOGNITION CONTEXT ASSESSMENT

Organization/unit: _____

Date: _____

Please complete the following questions as accurately as you can.

STATEMENT	RATING		
There are one or more senior leaders who actively support and practice recognition.	1	2	3
A recognition vision has been communicated.	1	2	3
There is a person in this organization with responsibility for coordinating recognition activities.	1	2	3
Recognition is widely practiced by managers throughout the organization.	1	2	3
Peer-to-peer recognition is widely used.	1	2	3
Recognition-giving skills are high in this organization.	1	2	3
Recognition activities and events are common in this organization.	1	2	3
Nonmonetary recognition is widely used in this organization.	1	2	3
There is widespread understanding of the business benefits of recognition.	1	2	3
Organizational recognition programs have been successful in the past.	1	2	3
Organizational recognition programs have been sustained long enough to have a major impact on the workforce.	1	2	3
There is training available to improve recognition skills.	1	2	3
Recognition giving is measured.	1	2	3
Recognition giving is rewarded.	1	2	3
Managers have the resources available to facilitate recognition activities.	1	2	3
People are highly valued in this organization.	1	2	3
Management proactively addresses demotivators.	1	2	3
There is a high degree of consistency between what is said and what is done in this organization.	1	2	3

|			
There are few barriers to recognition in this organization.	1	2	3
This organization is receptive to change and improvement.	1	2	3
There is open communication in this organization.	1	2	3
People in this organization are encouraged to learn new skills.	1	2	3
People in this organization are encouraged to adopt new behaviors.	1	2	3
Risk taking is not typically punished in this organization.	1	2	3
TOTAL SCORE			

SCORING KEY

63–69	Ideal context for recognition
55–62	Receptive context for recognition
45–54	Questionable recognition readiness—care should be taken
Below 45	**Lacking in recognition readiness— significant improvement needed**

RATING

Use the numbers on the scale below to rate your organization on the following cultural characteristics.

0	1	2	3

NOT AT ALL   LOW   MODERATE   HIGH
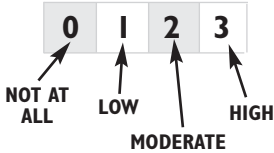
ORGANIZATIONAL CULTURE ASSESSMENT

Organization: _____

Date: _____

Multiply your **rating** by the **factor** to arrive at a score for each item. See the scoring key for interpretation.

CULTURAL CHARACTERISTIC	DESCRIPTIVE STATEMENT ABOUT ORGANIZATION	RATING				FACTOR	SCORE
Creative	There is a lot of creativity.	0	1	2	3	+1	
Collaborative	There is a lot of collaboration.	0	1	2	3	+1	
Communicative	There is a lot of communication.	0	1	2	3	+1	
Optimistic	Prevailing attitudes are optimistic.	0	1	2	3	+1	
Concern for quality	Quality is very important.	0	1	2	3	+1	
People-oriented	Management practices are people-oriented.	0	1	2	3	+2	
Clarity of strategy	Most employees understand the organization's priorities.	0	1	2	3	+1	
Traditional	Tradition is very important.	0	1	2	3	−1	
Customer focus	Customer satisfaction is of paramount importance.	0	1	2	3	+1	
Autocratic	Decision making is top-down.	0	1	2	3	−2	
Flexible	People are allowed to make changes.	0	1	2	3	+1	
Committed	Employees are highly committed.	0	1	2	3	+1	
Learning-oriented	Learning and development are important.	0	1	2	3	+2	
Risk taking	Calculated risk taking is encouraged.	0	1	2	3	+1	
Unionized	Employees are unionized.	0	1	2	3	−2	
TOTAL SCORE							

RATING

Use the numbers on the scale below to rate your organization on the following recognition skills.

0	1	2	3

NOT AT ALL   LOW   MODERATE   HIGH

RECOGNITION SKILLS NEEDS ASSESSMENT

Name: _____

Date: _____
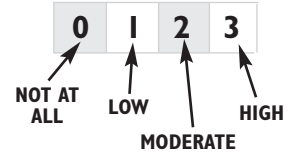
RECOGNITION SKILL	RATING			
Explaining the importance of recognition	0	1	2	3
Differentiating between recognition and rewards	0	1	2	3
Explaining the dos and don'ts of successful recognition	0	1	2	3
Identifying the major pitfalls of recognition	0	1	2	3
Pinpointing behaviors and/or results to recognize	0	1	2	3
Assessing the recognition context	0	1	2	3
Developing a recognition action plan	0	1	2	3
Providing sincere praise to others	0	1	2	3
Giving spontaneous (informal) recognition	0	1	2	3
Providing formal recognition	0	1	2	3
Selecting appropriate recognition items to reinforce recognition	0	1	2	3
Learning from recognition experiences	0	1	2	3
Planning high-impact recognition events and celebration	0	1	2	3
Providing recognition to co-located teams	0	1	2	3
Providing recognition to virtual teams	0	1	2	3
Planning to maximize recognition value	0	1	2	3

RECOGNITION SKILL	RATING			
Setting recognition goals	0	1	2	3
Measuring the impact of recognition	0	1	2	3
Designing organizational recognition programs	0	1	2	3
Planning organizational recognition	0	1	2	3
Implementing organizational recognition	0	1	2	3
Managing organizational recognition	0	1	2	3
Marketing recognition within your organization	0	1	2	3
Sustaining recognition	0	1	2	3
Revitalizing recognition	0	1	2	3
TOTAL SCORE				

SCORING KEY

65–75	You are a recognition pro.
55–64	You have significant strength in recognition.
45–54	You have a good foundation of skills on which to build.
Below 45	**You should work on developing your recognition skills.**