
WINNING WITH A CULTURE OF RECOGNITION

“Recognizing mastery, communicating purpose, encouraging autonomy, Eric and Derek offer practical guidance on how to create a company culture that feeds our true motivators.”

-- Daniel H. Pink, author, *DRIVE: The Surprising Truth About What Motivates Us*

“Employee recognition is too important to get wrong, which occurs all too often. Mosley and Irvine connect the dots, from strategy to execution to improved business outcomes.

Put their precepts to work and your competitors won’t know what hit them.”

-- Bill Catlette, co-author, *Contented Cows Move Faster*

WINNING WITH A CULTURE OF RECOGNITION **Recognition Strategies at the World’s Most Admired Companies**

By Eric Mosley and Derek Irvine

Signaling a job market revival, more people in the past three months have left their jobs than were laid off. And according to a survey published in the Harvard Business Review, approximately 25 percent of companies’ top performers said they plan to leave their current job within a year.

As the strength of the economy improves, why are employees “jumping ship” at the first sign of job market improvement? Employee turnover is costly in terms of time and money set aside for recruiting and training. What opportunities are HR and management missing to retain employees and achieve the company’s mission?

WINNING WITH A CULTURE OF RECOGNITION: Recognition Strategies at the World’s Most Admired Companies (October 4, 2010, \$24.95) unveils the revealing answer: most managers fail to formally recognize desired employee performance and behaviors in a strategic way by connecting it with the goals and values of their company. Authors and Globoforce thought leaders, Eric Mosley and Derek Irvine, CEO and VP of Client Strategy and Consulting, respectively, look deep inside the root of this problem and provide hands-on steps to help any employer create a culture fostered by strategic recognition, a management practice as different from the old “rewards programs” as Six Sigma is from last century’s “quality control.”

Strategic recognition takes a practice (recognition and rewards) that has been misused for nearly a century and turns it on its head. Showing how recognition is no longer a simple checkbox program, Mosley and Irvine’s proven theories take a decades-old approach and evolve it into the must-have business strategy to engage employees and manage a company culture in the 21st century, forming a culture of appreciation that drives performance, profits, and pride.

Mosley and Irvine guide managers and chief executives alike through the psychology of recognition and its effect on performance. Sharing successful methods implemented by clients such as Symantec, Intuit, Dow Chemical, and Amgen, ***WINNING WITH A CULTURE OF RECOGNITION*** shows how any manager can create a positive culture of appreciation.

Starting with managing corporate culture, the first part of *WINNING WITH A CULTURE OF RECOGNITION* explains the three-level progressive model of cultural management through recognition – all based on management science, research, and experience.

The latter half of the book focuses on implementing strategic recognition with step-by-step guidance and best practices to improve employee engagement and culture. The 10-stage framework for implementation includes:

- Establishing Program Goals and Objectives
- Involving Program Participants and Inviting Their Input
- Starting the Tempo at the Top (i.e., build a business case for recognition, budget strategically, etc.)
- Establishing Key Indicators of Success Early
- Promoting It or Perishing
- Touching as Many People as Possible, as Often as Possible
- Ensuring a Recognition Moment
- Matching Awards to Achievements
- Calling All Managers to Training
- Offering a Great Choice of Rewards

WINNING WITH A CULTURE OF RECOGNITION demonstrates that a recognition program that is planned, launched, and operated as a major management initiative brings competitive advantage in abundance. Implemented correctly, strategic recognition is a powerful tool to drive the success of any organization as measured by improvements in operating margins, income, and customer satisfaction.

For more information about *WINNING WITH A CULTURE OF RECOGNITION* or to arrange an interview with the authors, please contact Newman Communications.

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