

Hello everyone, this is Wayne Rivers at FBI, where *We Build Better Contractors*. This week, I want to talk about four habits to maximize the effect of recognition. You hear Dennis and I talking about this all the time, appreciation and recognition go so far. Two housekeeping things. We're hiring. Let us know if you know retiring construction executives that you think would make a good consultant. And the second thing is our next Boot Camp class comes up February 9-10, 2023 in Raleigh. Sign your folks up early.

This comes from the CEO Network daily newsletter, and it's written by Mark Crowley, but he talked about how to properly recognize your people. What do you do to make it effective? And he said that employees expect to get paid. They expect to have a good medical plan. They expect to have a good 401(k) plan. That's a given. And once people have enough, whatever that is for them, once they have enough, money matters much, much less. The marginal return on the next dollar becomes less after some certain point in life. So, employees need to know that their contributions count for something, that their work has significance, and that they're expressing care and taking care of other people in the workplace.

So, four tips very quickly. First, give recognition only when it's deserved. When my kids were little, everybody got a trophy. In fact, there's a book about this now called *Not Everyone Gets A Trophy* by Bruce Tulgan, and he talks about how that was a flop. It was well-intentioned, the spirit was there. I mean, it was a warm, generous idea. It just was a big flop, and it didn't help the development of millennials at all. And it's a bad idea to give adults participation trophies. Only give recognition and appreciation when it's earned.

The second thing is never ration it. Suppose you feel like, in a meeting, you're taking too much time giving recognition or appreciation. How does that hurt? I mean, that is probably a very, very good use of your time. You can't over-appreciate people. And ignoring accomplishments because that's just people doing their job, ignoring extra effort, Crowley writes, that's leadership malpractice. And I think that's a great term. Leadership malpractice, ah that's just what they're supposed to do. The Vince Lombardi style of ignoring accomplishment, ignoring success, and only calling out the exceptions and bad behavior, that doesn't work. That may have worked in my generation, it doesn't work in the current generation. Leadership malpractice. That's a great term.

The third thing is, ensure the recognition is sincere and genuine. Don't fake it. There's plenty of things to appreciate among your folks in your organization. You're not going to have to fake it. And then the fourth thing is institutionalize it. And this is terrific. It doesn't have to just be the boss that's recognizing and appreciating people. Everyone can recognize and appreciate each other. Neha does a great job on the blogs. I appreciate that. And golly, why wouldn't I say that? Why wouldn't other people in the organization say, "That was a great blog this week, Neha." Institutionalize it. Broaden it. It works.

I'd like to know, we've talked about appreciation so many times we actually make it an agenda item on all of our meetings. The first thing is appreciations. It works. It makes a big difference. What do you do in your organization to recognize your people? What do you do to show appreciation? What works for you? Please share with us in the comments. This is Wayne Rivers at FBI, where *We Build Better Contractors*.