

## Introduction

### Celebrating Accomplishments

Celebrating accomplishment builds a positive environment in which people are inspired to contribute their best. It “warms up” the workplace and makes it safe to take risks, be creative and participate fully. Calling attention to good behavior increases the likelihood it will be repeated. Successful UBT co-leads recognize improvement by giving appropriate rewards and recognition to team members.

Authentic celebration is a matter of *intention* and *attention*.

The **intention** of the leader is...

- to convey appreciation and value;
- to build others’ confidence;
- to foster a safe, supportive environment; and
- to model the behavior for others to emulate.

The **attention** of the leader is...

- on things people do that deserve acknowledgement;
- directed toward understanding preferences of people and using appropriate, meaningful awards (symbolic or concrete) that people value; and
- on acknowledging small successes as well as large ones.

Source: Interaction Associates; [www.interactionassociates.com](http://www.interactionassociates.com)

### Job Aids, Tools and Templates

- Five Things to Remember about Reinforcement
- Techniques for Recognizing Accomplishments
- Recognition Questionnaire Tool



“Try not to become a man of success but rather try to become a man of value.”

Albert Einstein, physicist

## Reinforcement Tools

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### Purpose

These two tools identify concepts about how to recognize great work and reinforce team members who are helping meet the performance improvement goals.

### Outcomes

After reviewing the information, you will be able to provide appropriate recognition and reinforcement for your UBT members as performance improvement occurs.

### Instructions

Review these concepts with your co-lead(s) and make plans to reinforce team members as targeted performance improvement occurs.



“If I have been of service, if I have glimpsed more of the nature and essence of ultimate good, if I am inspired to reach wider horizons of thought and action, if I am at peace with myself, it has been a successful day.”

Alex Noble, author

 **TOOL: Five Things to Remember about Reinforcement**



People continue old behaviors for a reason. In order to encourage people to adopt new behaviors, make them more attractive and easier to do than the old ones. One way to do that is to make old behaviors less attractive, such as establishing negative consequences for old behavior. In the same way, if you know people think there are negative consequences for new behavior, you can eliminate those and help people feel safe (for example: People will laugh at me, I feel awkward doing that, I don't want to fail, what if I can't do it right?).

Make it easy for people to do the right thing and hard to do the wrong thing. Take the hassle factor out.

<b>Don't wait for perfection!</b>	Any movement in the right direction is an occasion to reinforce. Catch them doing something right and tell them about it.
<b>Be as specific in praise as possible.</b>	<p><i>"Yesterday, when you explained the KP online system to the elderly patient in such a respectful way, you made me proud to be part of this team."</i></p> <p><i>"Your suggestion for a new stocking workflow unlocked the whole meeting. Many new ideas came after that and now we are testing yours. Thanks."</i></p>
<b>Remember, it takes three to five positive interactions to neutralize one criticism.</b>	Yes. You have to praise four more times just to be seen as fair.
<b>Be sincere. Don't say it if you don't mean it.</b>	People appreciate genuine praise and feedback. It helps build trust and rapport.
<b>Link reinforcement to contributions that improve our values and are linked to the KP Value Compass.</b>	<p><i>"When you helped Nurse Wong with her patient, you helped ensure our patient received better care and made the team a better one to be part of."</i></p> <p><i>"Showing us there was a way to achieve the goal outlined in the contract really modeled what partnership behavior should look like for the rest of us."</i></p>



## TOOL: Techniques for Recognizing Accomplishments

Appropriately recognizing accomplishments creates a motivating atmosphere and keeps employees engaged.

Ensure recognition is given with sincerity and thoughtfulness	Genuine appreciation for a job well done lets employees know they are valued and helps build trust and respect.
Ensure recognition criteria are clear and well communicated	The criteria for giving rewards are explicit, tied to specific behaviors or results and understood by potential recipients.
Ensure recognition matches the achievement	Simple and informal rewards are appropriate for small, positive efforts. Larger or more elaborate rewards should be given when the team or individual has produced a significant, positive impact across one or more areas.
Ensure recognition is meaningful to the person receiving it	Rewards work best if they are meaningful to the recipient. What is meaningful to the leader may not be meaningful to the team member. Therefore, it is a good idea to ask individuals what sort of reward would be significant to them.

### Possible Ways to Recognize Employees at Kaiser Permanente:

- Letter of thanks
- Gifts from the Brand Store
- Public acknowledgment
- Flowers/plants
- Plaques
- Training opportunities
- Preferred assignments

Source: [http://kpnet.kp.org/national/compliance/principles/pract\\_conflicts.html](http://kpnet.kp.org/national/compliance/principles/pract_conflicts.html)

## Recognition Questionnaire Tool

### Purpose


This tool helps the co-leads learn about how each team member enjoys being recognized for work that leads to performance improvement.

### Outcomes

After asking each UBT member to complete this questionnaire, you will be able to use appropriate recognition for demonstrated work toward performance improvement.

### Instructions

Use the following questionnaire, or make one of your own, to find out how each of your employees or colleagues would like to be recognized. Remember, creating a culture of celebration fuels a sense of unity and mission essential to motivating unit-based teams and their co-leads.



“The reward for work well done is the opportunity to do more.”

Jonas Salk, virologist



## TOOL: Recognition Questionnaire Tool

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Name:

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### I prefer to be recognized...

- In front of the group
- In private
- Either in public or in private

### I appreciate recognition from...

- My co-workers
- My supervisor
- Company leaders
- Physicians
- No preference

### I like to be recognized for...

- Accomplishing my goals
- Putting in extra efforts
- Taking initiative
- Completing projects
- Meeting member/patient needs
- Being a team player
- Other

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### I have a great day at work when...

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Source: Colorado Management Passport  
coveb.co.kp.org/hr/emp\_relations/mgmt\_passport (KP Intranet only)