

3 Hurdles to Overcome for HR Success: Retention, Recruitment and Remote Employees



with
Dr. Paul White

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Virginia HR 2024

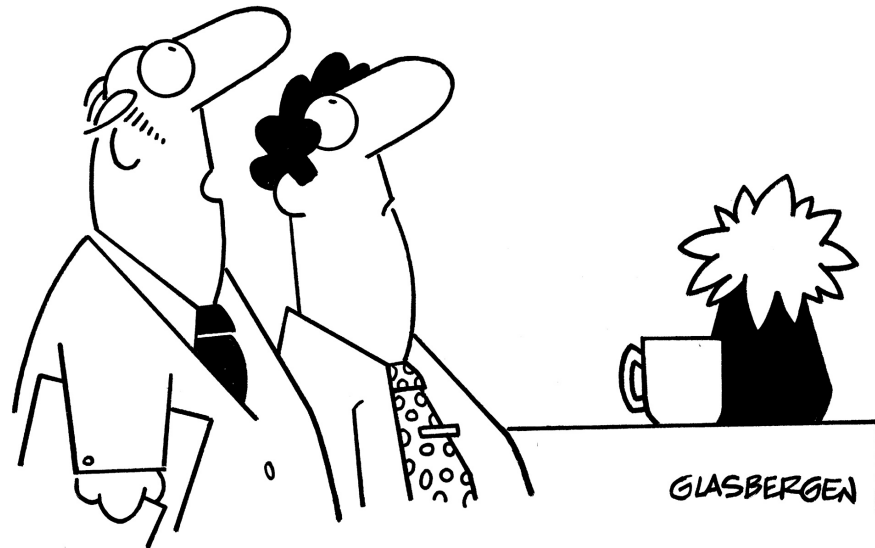
Languages of
Appreciation at Work™

A little about me:

- Psychologist
- Sold 600,000+ books
- Straightforward, Practical
- Like to have FUN!

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CHEER UP.
AT LEAST YOU
HAVE A JOB!



“It’s not exactly the sort of morale booster I had in mind.”

What do you think is the #1 factor which affects how much people **enjoy** their jobs?

Hint: Not **money**

Most managers (**89%**)
think employees leave
for more money

Only **12%** of
employees say they
leave for money



The Great Resignation

A recent study by MIT found
not feeling appreciated was

3x

more likely to predict employee
attrition than compensation



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What do you think is the #1 factor which affects how much people **enjoy** their jobs?

Hint: Not **money**

Hint: Not that **recognition is communicated.**



“Every time you do something right, I will punch your rewards card. When you reach 10,000 punches, you earn a high five.”

A modern office interior with a red overlay. The office has a high ceiling with exposed wooden beams and silver ductwork. There are several desks with computers and office chairs. A man in a blue shirt is sitting at a desk in the foreground. A large red semi-transparent box is overlaid on the center of the image, containing white text. The text reads: "51% of managers believe they do a good job of recognizing employees for work well done".

51%

of managers believe
they do a good job of
recognizing employees
for work well done



51%

of managers believe they do a good job of recognizing employees for work well done

17%

of employees believe their manager does a good job of recognizing employees

Most
Employee
Recognition
Programs
DON'T WORK
(in making individuals
feel appreciated)

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Employee
Recognition

≠

Authentic
Appreciation



Continued Declining
Employee Engagement

+

High Turnover Rates

The Primary Difference between Recognition & Appreciation



Performance



Person





Employees are people,
and people have *value* regardless
of their performance level.

Feeling appreciated at work
is the
#1 factor
that contributes to
job satisfaction.*

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*Survey of 200,000 global employees by the Boston Consulting Group

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The Goal of Appreciation



To Make People Feel Good

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The Goal of Appreciation = To create a healthy, well-functioning organization



The Goal of Appreciation = To create a healthy, well-functioning organization

- Tasks get done
- Goals are reached
- Team members work together well
- Positive, cooperative environment
- Individuals are motivated to grow, develop, and do their best
- Clients have positive experiences with you
- Problems are addressed, and challenges are overcome



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79%

of employees who quit their jobs cite a **lack of appreciation** as a **key factor** for their leaving

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4 Common Misconceptions

1. The Relationship between
Recognition & Appreciation
2. The Goal of Appreciation
3. Appreciation = Verbal Praise

Most leaders believe:
for their team
members,
Words
are the
main way they feel
appreciated





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The Reality*:
For **over 50%** of team
members,
Words
are **NOT** the
main way they feel
appreciated

*Data from 400,000+ employees across the world

Core Principle #1

Not everyone
feels appreciated
in the same ways.





WORDS OF AFFIRMATION



QUALITY TIME



ACTS OF SERVICE



TANGIBLE GIFTS



PHYSICAL TOUCH

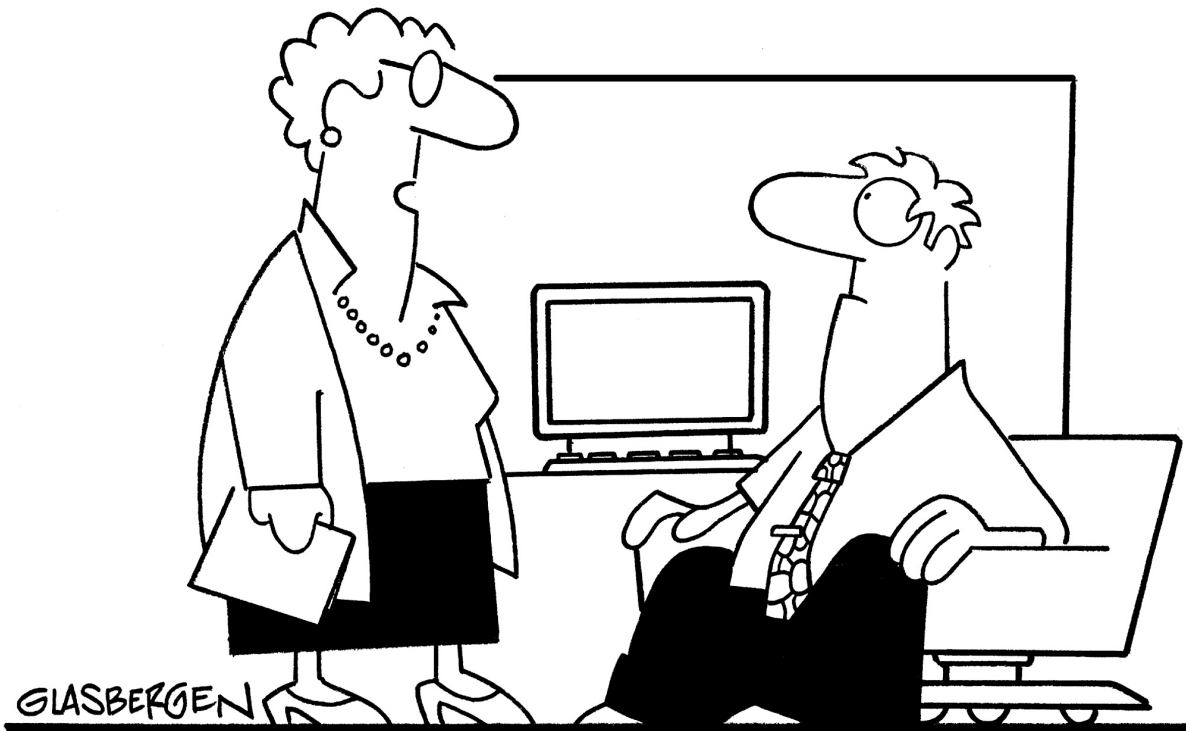
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WORDS OF AFFIRMATION

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“If I walk past your desk without stopping to criticize your work, that counts as a compliment.”



WORDS OF AFFIRMATION

Personal, One-on-One





WORDS OF AFFIRMATION



Praise in Front of Colleagues

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WORDS OF AFFIRMATION

Written Communication





WORDS OF AFFIRMATION

Public Affirmation

40% of employees do not want to go up in front of a large group to be recognized





WORDS OF AFFIRMATION

46%

TIPS for Effective Praise

1. Use their name.
2. Be specific about what you value.
3. Tell them why it's important.



QUALITY TIME

26%



QUALITY TIME

Focused Attention





QUALITY TIME

Companionship





QUALITY TIME

Personal Sharing & Listening





QUALITY TIME

TIPS about Time

Make sure you know the
type of time they want

Avoid rescheduling

Limit all distractions



ACTS OF SERVICE

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21%



ACTS OF SERVICE

“Small acts that can help make a colleague’s day go better.”





ACTS OF SERVICE

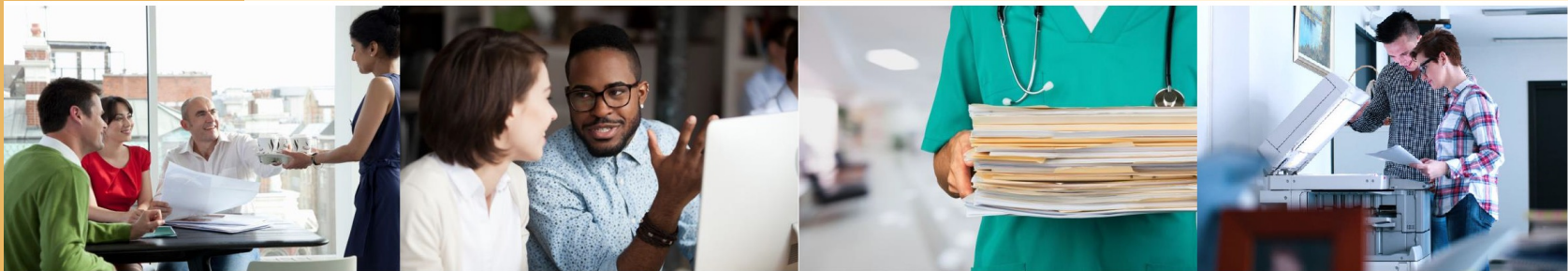
Common Context



ACTS OF SERVICE

TIPS for ACTS OF SERVICE

1. Ask first
2. Push past initial response
3. Do it their way





TANGIBLE GIFTS

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TANGIBLE GIFTS

Small things to show you are
getting to know your colleagues
and what they like



TANGIBLE GIFTS

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What do you think is the most commonly given gift in the workplace?



TANGIBLE GIFTS





TANGIBLE GIFTS





TANGIBLE GIFTS





TANGIBLE GIFTS

Only **7%** of employees choose tangible rewards as the primary way they want to receive appreciation.



TANGIBLE GIFTS

How to Offend

Give everyone the same thing.

Put no thought or effort into finding the gift.



PHYSICAL TOUCH

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PHYSICAL TOUCH



APPROPRIATE PHYSICAL TOUCH

**Spontaneous
Celebration!**



APPROPRIATE PHYSICAL TOUCH



APPROPRIATE PHYSICAL TOUCH

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APPROPRIATE PHYSICAL TOUCH

< 1%





GUIDING PRINCIPLE:

The recipient always
determines what is
appropriate.



FACT:

We absolutely know how to train *team members* to successfully communicate *authentic* appreciation.



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"Just the same, it's nice to get an award."

CLIENT LIST

- Microsoft
- PepsiCo
- Starbucks
- L'Oreal
- Caterpillar
- 950+ colleges & universities
- Mayo Clinics
- NASA
- Every branch of the U.S. military
- LuLu Lemon
- Prudential
- TSA

A group of diverse business professionals in an office setting. In the foreground, a man with long dark hair is seen from the side, wearing a dark suit jacket. Behind him, a man with a shaved head and a woman with dark curly hair are visible. To the right, a woman with long blonde hair is smiling and clapping her hands. A large red semi-transparent rectangle is overlaid on the center of the image, containing the text.

Core Principle #2

People want to know they are valued by their supervisors and their colleagues.

Appreciation
is not primarily

“Top”



“Down”

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Appreciation
flows in every
direction



The Challenges of Remote Work Relationships

Onsite

vs.

Remote



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Research: Remote vs. Onsite Employees Differences in How Appreciation is Desired

Quality Time is desired more.

Keys to Effectiveness:

- *Proactive*
- *Peers*
- *Personal*



IF AT ALL POSSIBLE:

Meet together in person,
at least occasionally.



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*“Obviously, we need to readjust
to in-office meetings.”*

CartoonStock.com

Start Somewhere with Someone

1. Think of who you would like to encourage.
2. Identify for what you want to communicate appreciation.
3. Determine how (& when) you will communicate your appreciation.

Available Resources

To get a handout version of today's slides and the *NY Times* article about our work, email me at: yesdrpaul@gmail.com with **Virginia SHRM** in the subject line.

www.appreciationatwork.com

Final Comment

Be thankful for the team members
with whom you get to work,
and . . .

ENJOY THE REST OF THE DAY !!



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