



Recognise your team members

Leadership Dimensions

Sharing the vision

Leading with care

Engaging the team

Holding to account

"The most successful managers are those who recognise their team's efforts. This not only builds trust, but it can strengthen loyalty and improve performance."

*Recognising, Rewarding and Engaging your Team
Manchester Metropolitan University, Department of Human Resources*

Motivation, the extent to which people look forward to going to work, and are enthusiastic about and absorbed in their jobs, is an important part of engaging your team.

Recognition is one of the most powerful motivators. People need to know not only that they have achieved their objectives or carried out their work, but also that their achievements are appreciated and valued.

When to use this tool

Use the **Recognition planner** to help you think through all aspects of recognition when you want to recognise the action or behaviour of your team or a team member.

What to do

Work through the Recognition planner and note the details that will ensure you plan meaningful recognition for positive and valued actions or behaviour.

Tips for recognising the contributions of your people¹

- **Be consistent**
If you praise often during one month, and then skip the next month entirely, your team will wonder what's going on. Creating a culture of recognition and reward is important so once you start, make sure you continue.
- **Be specific**
Every time you praise staff members, be specific about what they did to deserve the recognition. Detail exactly what the person did and why it made a difference.
- **Know your people**
You must **know** your team to reward them adequately. Getting to know your team's interests and what form of recognition is meaningful for them is critical to showing your appreciation well.

¹ Adapted from **Thank you tips**, *Recognising, Rewarding and Engaging your Team*, Manchester Metropolitan University, Department of Human Resources

Recognition planner

Consider...	What to keep in mind	Decision and notes
<p>What action or success do you want to recognise?</p>	<p>Note all relevant details about the action or behaviour before some details are lost.</p> <ul style="list-style-type: none"> ■ Who, what, where and when ■ The situation at the time ■ The other people involved ■ The result of the action or behaviour ■ Remember <ul style="list-style-type: none"> ■ that you need to be able to talk about the action in specific not general terms. ■ that you need to recognise an action or behaviour in a timely manner so, as you think about when the action occurred, plan your recognition timeframe. 	
<p>Is the action linked to <u>NHS values</u>? Which ones?</p>	<ul style="list-style-type: none"> ■ Does the action or behaviour support the NHS Values ■ Does the action or behaviour reflect one or more of your Trust's values or recommended behaviours? 	
<p>Why is it important to your team?</p>	<ul style="list-style-type: none"> ■ Ensure the reasons for recognising a particular action, behaviour or success will be acknowledged as important by the team. ■ Express the reason for the recognition in terms of why it will be important to the team or organisation. 	
<p>What type of recognition would be appreciated by the team or team member?</p>	<ul style="list-style-type: none"> ■ Tailor recognition based on what motivates your team members. What would the team or staff member appreciate? <ul style="list-style-type: none"> ■ Public acknowledgement such as a 'thank you' at the next team meeting? An acknowledgement on Freenet, in a public email or a report? ■ An informal team celebration such as an afternoon tea, lunch or dinner? ■ A development opportunity such as representing the department or service at a conference? Specific training? Nomination to a cross-functional team? 	
<p>Will the recognition you plan promote the action or behaviour to the team?</p>	<ul style="list-style-type: none"> ■ Plan how you will communicate your appreciation of the action or behaviour to the whole team so that you show the importance your Trust places on recognising staff actions or behaviours that contribute to the quality and success of the service. 	

NHS Values

Working together for patients

The value of 'working together for patients' is a central tenet guiding service provision in the NHS and other organisations providing health services. Patients must come first in everything the NHS does. All parts of the NHS system should act and collaborate in the interests of patients, always putting patient interest before institutional interest, even when that involves admitting mistakes. As well as working with each other, health service organisations and providers should also involve staff, patients, carers, local communities to ensure they are providing services tailored to local needs.

Respect and dignity

Every individual who comes into contact with the NHS and organisations providing health services should always be treated with respect and dignity, regardless of whether they are a patient, carer or member of staff. This value seeks to ensure that organisations value and respect different needs, aspirations and priorities and take them into account when designing and delivering services. The NHS aims to foster a spirit of candour and a culture of humility, openness and honesty, where staff communicate clearly and openly with patients, relatives and carers.

Commitment to quality of care

The NHS aspires to the highest standards of excellence and professionalism in the provision of high quality care that is safe, effective and focused on patient experience. Quality should not be compromised – the relentless pursuit of safe, compassionate care for every person who uses and relies on services is a collective endeavour, requiring collective effort and collaboration at every level of the system. The delivery of high quality care is dependent on feedback: organisations that welcome feedback from patients and staff are able to identify and drive areas for improvement.

Compassion

Compassionate care ties closely with respect and dignity in that individual patients, carers and relatives must be treated with sensitivity and kindness. The business of the NHS extends beyond providing clinical care and includes alleviating pain, distress and making people feel valued and that their concerns are important.

Improving lives

The core function of the NHS is emphasised in this value – the NHS seeks to improve the health and wellbeing of patients, communities and its staff through professionalism, innovation and excellence in care. This value also recognises that to really improve lives the NHS needs to be helping people and their communities take responsibility for living healthier lives.

Everyone counts

We have a responsibility to maximise the benefits we obtain from NHS resources, ensuring they are distributed fairly to those most in need. Nobody should be discriminated or disadvantaged and everyone should be treated with equal respect and importance.