



A stepping stone to measuring and shaping culture

Using “Shout Outs” to convert appreciation into motivation.



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## Overview

Organisations are recognising the need to be more human in their management of people yet are struggling to take the first steps in transforming culture to empower their workforce.

Our experience is that a top down approach to modify leadership behaviours first is a rapid way to enact culture change.



*81 percent of respondents to Glassdoor's Employee Appreciation Survey said they're motivated to work harder when their boss shows appreciation for their work. In contrast, only 38 percent said they work harder when their boss is demanding. Just 37 percent said they work harder because they fear losing their job.*

Where leaders demonstrate higher levels of gratitude and support for their team members than has been visible in the past, motivation and bottom line results improve.

Leaders who regularly notice and appreciate examples of desired behaviours amongst their staff have a greater likelihood of overcoming resistance to change and maintaining or re-establishing a strong bond with and between their people.

To support leaders in prioritising recognition and intrinsic motivation at a time when demands on them are already intense, the Pay Compliment platform and its reminder system can be used to move employee recognition from a discretionary leadership process to a regularly scheduled one that eventually becomes a habit through the process of shout outs.

## Shout outs

### What is a shout out?

A shout out is a noteworthy observation of positive behaviour in the workplace. It might be something behavioural like “always smiling” or procedural like “accuracy of records”.

In the habit forming stage of this approach, leaders will be reminded to shout out at least 1 noteworthy observation of good performance on a weekly schedule.

Leaders will be able to shout out more often than weekly, and to more than one worker if they choose to.

The shout out will be structured simply as

1. Who are you shouting out for?
2. What did you observe that deserved comment?
3. Which values did this person demonstrate in their actions?

Being so simple, an individual shout out should take only a few minutes to complete and yet can be a very powerful motivator for the recipient.

The end game is to build a culture of recognition and appreciation directly between individuals through Initially whilst the practice is being introduced, shout outs will be notified to a co-ordinator who will distribute them to the individuals concerned.

As the organisation becomes conversant with the process, shout outs will be broadened so that anyone (not just leaders) can shout for anyone else (peer to peer), and each message will be delivered directly and immediately via the Pay Compliment platform rather than via a co-ordinator.

### What is the purpose of shout outs?

Shout outs are being proposed to phase in the concept of real time feedback.

The aim is to get leaders and staff familiar with the idea, and beneficial effect, of intrinsic motivation that real time feedback delivers. Through being purely positive, shout outs enable the introduction of regular performance assessment without the potential anxiety that a fully open appreciative and critical peer to peer real time feedback system could create.

It is expected that capturing stories of great performance and positive behaviours tied back to core values will reinforce what success looks like, and provide social proof that the changes your organisation needs to make are possible and positive.

### How do I create a shout out?

#### When prompted

As a leader you will receive a weekly email reminder to complete a shout out for the week. It will look something like this.

Shout Out from 'ABC Company' has requested feedback from you



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[Manage your profile](#)

[How it works](#)

[Your feedback stream](#)

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Hey Peter,

You have been invited to give feedback to Shout Out from ABC Company

Below is their message to you:

"Who deserves your recognition this week for great work or exemplary behaviour?"

[Click here to respond to this request](#)

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[Contact us](#)

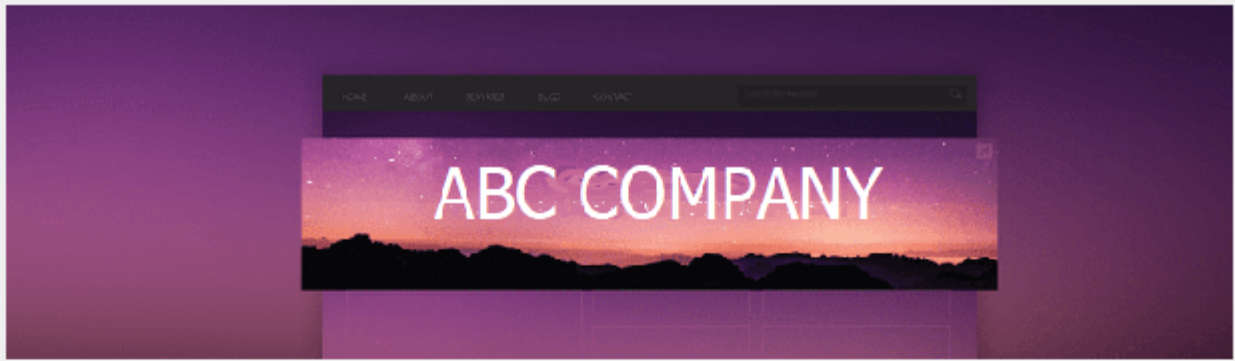


[Follow us](#)




[Leave us feedback](#)

Click the link in the email to go to the shout out page.



## Give Feedback to Shout Out at ABC Company



 Shout Out

### About Shout

I am the collector of all your shout out's in recognition of great work and exemplary behaviour

### Subject

Weekly Shout Out

### Full name of colleague

Who are you shouting out for?

Just one name here - you can submit more than one shout out at any time

### What did you observe that deserved comment?



Please be specific about the situation and behaviours you observed

### Which values did this person exemplify through their actions?

- Wellbeing
- Hospitality
- Respect
- Stewardship
- Compassion

Tick all that apply (and at least one)

Decline Request

Save Draft

Send on Deadline  
in a day

Send Now

Complete the form and click the Give Feedback button.

As a leader all of your shout outs will be visible in your feedback stream so you can see who you have appreciated over time.

The screenshot shows the Pay Compliment web interface. On the left is a navigation sidebar with options: Give Feedback, Feedback Stream (highlighted), Feedback Request (with a red notification badge), Give Shared Feedback, My Profile, My Subscriptions, and Invite Others. The main content area is titled 'Your Feedback Network' and contains a 'Feedback Stream' section. At the top of the stream is a filter bar 'Select to filter by person' with icons for Peter Jones, Shout Out (with a red notification badge), Anton Reymont, Di Whitton, Evan Robertson, Gail Osburn, and Mpilo Nyathi. Below this are 'Advanced filters' for status and template. The status filter includes 'All' (selected), 'All Unread', 'Requires Review', 'Unread Comments', and 'Unread Feedback'. The template filter includes 'All', 'Demonstrated Values', 'Fast feedback in 1 word', 'Four level coaching feedback', 'Free format feedback', 'GROW coaching conversation', 'Like & Like More', 'Shout Out' (selected), and 'The Forrest Centre Demonstrated Values'. A 'Shout Out' card is displayed, showing a profile icon, the text 'to Shout Out', and a timestamp '2 minutes ago'. The card content includes: 'Full name of colleague : Peter Jones', 'What did you observe that deserved comment? : Did an amazing job of arranging shout out process and training.', and 'Which values did this person exemplify through their actions? :' with checkboxes for Wellbeing, Hospitality, Respect, Stewardship (checked), and Compassion. Below the card is a '0 Comments' section and an 'Add a comment...' input field.

[How it Works](#) [Demo](#) [Plans](#) [Contact Us](#) [Blog](#) [Terms & Conditions](#) [Privacy](#)



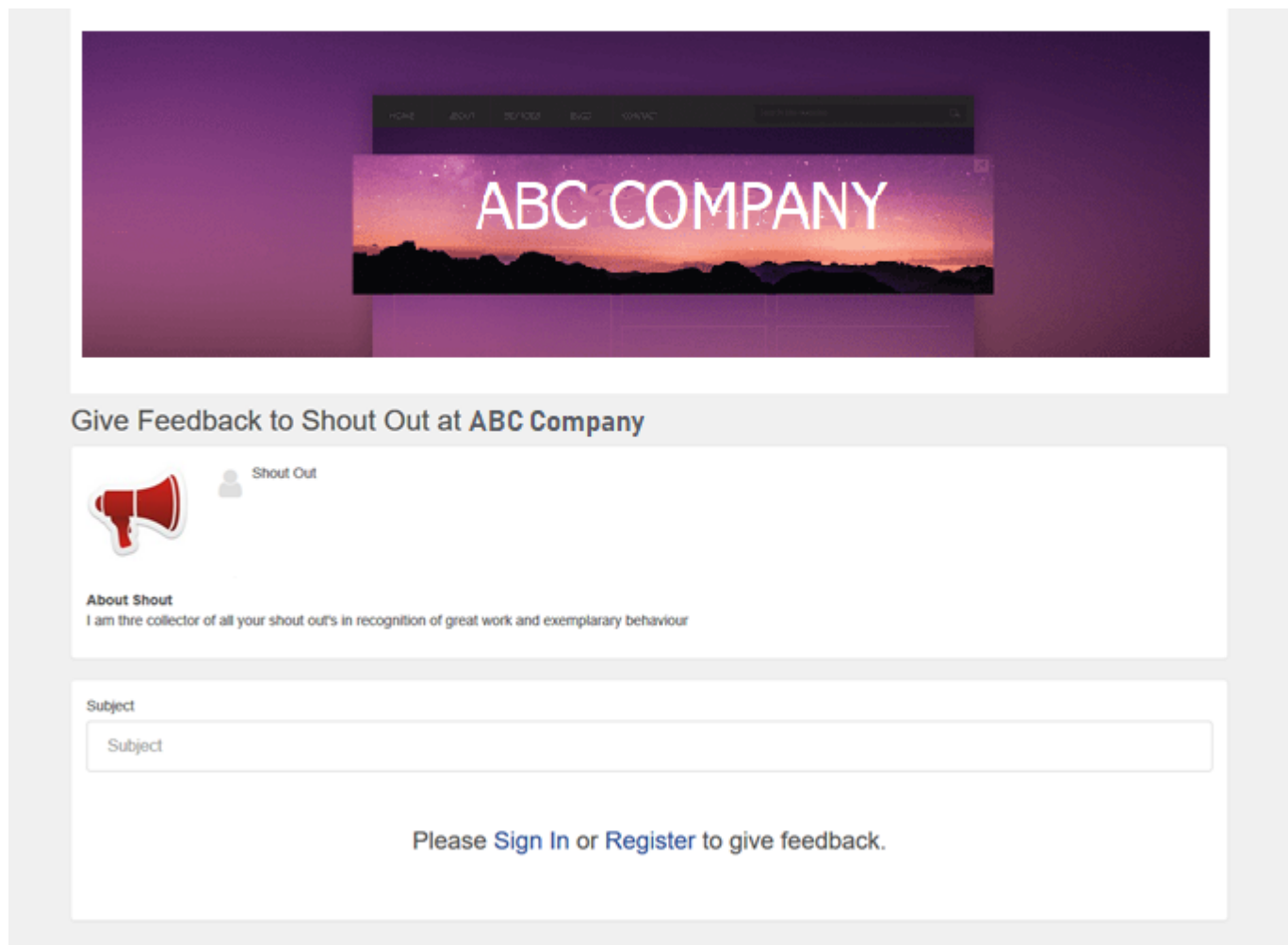
© Pay Compliment 2018

Pay Compliment is a new kind of job performance feedback platform protected by International Provisional Patent 2015900585.

Any time

To create a shout out at any other time, simply go to the shout out web page for your organisation.

If you are not already signed in, sign in, otherwise you won't be able to see the form.



Once signed in select the Shout Out template, complete the form and click the Give Feedback button.



## Insights

Capturing and relating stories to build intrinsic motivation and engagement is the outward facing value of shout outs.

Looking at them from an organisational change perspective the dynamics tell us more than the stories alone.

Analysis of shout outs over time will reveal many truths about leadership and culture at your organisation:

- Which leaders support their teams and appreciate good performance
- Which leaders do just enough, and which embrace appreciation
- Which workers are recognised more often than others
- Which workers are recognised outside of their reporting line (i.e. by a manager other than their own)
- What types of behaviour are recognised (and which expected or cued ones are not)
- Which values are visible in behaviour (and which are not)
- How does recognition affect attrition/absenteeism/presenteeism
- How does promotion/pay align to recognition of great performance
- ... and so on

## Too much of a good thing: What comes after Shout Outs

Research shows (and our customers echo) that exchanging just positive recognition loses its effect after a while because it shifts from being unusual to normal. As an organisation approaches this point, a more sophisticated motivational approach can be adopted that introduces adjusting feedback, and stretch suggestions alongside affirmations.

In some studies, the ideal ratio of positive to adjusting feedback is claimed to be between 6 and 11 positives for every negative, and this is linked to the brains ability to recall threats much more effectively than rewards. We believe the ratio depends on the individual, however, though have definitely experienced that critical feedback is received and acted upon much more effectively when part of a balanced coaching regime.

An adjusting shout out is an observation of behaviour that threatens desired culture, and an opportunity to coach for better behaviour in the future.

The adjusting shout out will be available for leaders to raise on an ad-hoc basis rather than being prompted via reminders, and will include an extra item of information.

1. Who are you shouting out for?
2. What did you observe that deserved comment?
3. Which values did this person compromise in their actions?
4. What would be a better approach to this situation in future?

From the point of leaders being comfortable with appreciative feedback and adjusting feedback, the mediation by a co-ordinator can be removed and the organisation can widen the application of appreciation and critical assessment beyond leaders to the wider workforce to move gradually to the real time, anyone to anyone implementation.

There are a wide range of templates that can be enabled in the Pay Compliment platform to handle customer and employee surveys, pulse surveys, 360 degree feedback, annual performance review, leader assessment, suggestion boxes, whistle blowing and so on.

Each of these can be added on an as needed basis to drive engagement in accordance with needs of a culture change journey.

## Amplification

Leaders will be encouraged when they see that their recognition is getting through to recipients and ideally recipients will develop a sense of pride in the shout outs they receive.

Postcards, certificates, buttons/badges each linked to a specific value and sent personally to the recipient with the details of their shout out could be effective ways of amplifying recognition at low cost. Bordering on gamification but in a non-threatening way, converting a digital shout out to a tangible item that can be collected, retained, and (as the individual's choice) displayed, will help create broad awareness that something has changed in the recognition of great work, and in an ideal world this will create a desire to be recognised and become part of that 'recognised' group.

For management, distributing something tangible for each shout out will give insight to the level of pride/belonging workers are feeling to the organisation. If the items are hidden or not cherished this would indicate a greater level of engagement work is needed and belonging is low as usually workers will want to display items of kudos they receive.

### Tangible, visible, and collectible

#### Badges



Recognition badges designed specifically for your organisation are recommended because these are very collectable, and portable for the many workers constantly on the move.

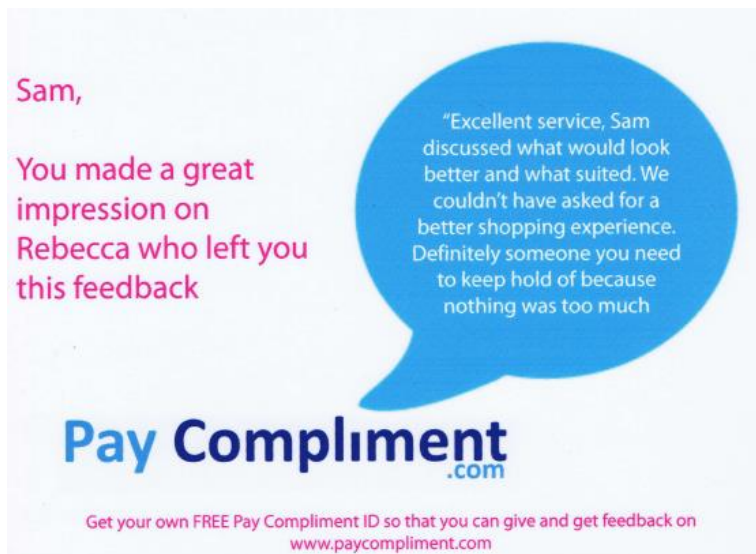
If badges aren't practical in your environment, perhaps name badge ribbons related to the values would be a viable alternative.



Pay Compliment can design, provide and even distribute recognition items on your behalf.

## Postcards

Pay Compliment have distributed postcards for some organisations and these have been cherished by recipients. Whilst this example is in our brand, these can be of any design and we can create and distribute them for next day delivery for a modest cost. Alternatively, you may choose to do this in-house.



## Certificates

Certificates are easy to produce and very low cost. If done cheaply though they will not be sought after, so using certificates should be approached with caution. They are also a more traditional approach to systematic recognition and as a result don't have the same cache or novelty factor that is desirable to capture the interest of workers and to get people talking.

## Next Steps

If the concept of leadership driven recognition shout outs appeals to you as the first step towards real time performance management, please contact us for a scoping discussion where we can highlight the rapid implementation that is possible for a very modest cost.

Simply [click here](#) to arrange a discussion and demonstration, or email or call.

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