

appreciation changes everything

A compelling new global study reveals appreciating great work accelerates engagement significantly. Across cultures. Across industries. Across the world.

Engagement is a measure of human potential. How much of a person's effort, energy, and imagination are you getting for your money?

Opportunity and well-being are critical to a person plugging in to their job. A 2008 Global Recognition Study conducted for O.C. Tanner by professional services firm Towers Perrin interviewed 10,333 people from thousands of companies in thirteen different countries. The study confirmed that opportunity and well-being are leading contributors to engagement. Where opportunity and well-being rank high, engagement ranks high as well (even with low appreciation) at an impressive 77%. But as impressive as that is, the study shows that appreciating great work can take an already good engagement score and make it great.

engage your people



Appreciation's effect on engagement in companies with low vs. high opportunity and well-being.

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56%
low opportunity
companies with
appreciation

35%
low opportunity
companies

92%
high opportunity
companies with
appreciation

77%
high opportunity
companies

Appreciation's effect on engagement in companies with low vs. high opportunity and well-being.

Engaged teams work harder, dig deeper, and reach higher. Add appreciation for their efforts and watch your people and company grow.

Trust is another major factor in engagement. So much so that the study showed a 35% to 65% difference in engagement between low trust and high trust companies without appreciation. The real surprise is that adding appreciation boosts engagement in low trust companies up to 63%—nearly the same as companies where trust is high. This same dynamic proved true for other factors in engagement, like accountability and goal setting, as well. Indicating that before a company spends money developing other management skills, it might just pay to turn on appreciation.

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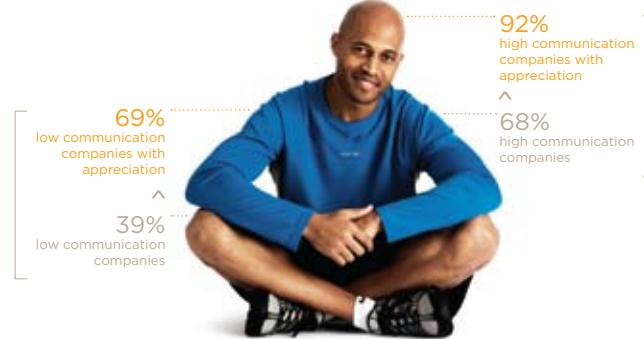


Appreciation's effect on engagement in companies with low vs. high trust.

Appreciating people's great work accelerates engagement dramatically. It makes struggling companies better and good companies great.

Communication is a known path to engaging people's hearts and minds. But as important as communication is, the study revealed that people are just as engaged at low communication companies that appreciate as at high communication companies that don't. Of course, if your company is good at communication, it can still capture 24% more of people's drive, energy, and potential by adding appreciation. This study sheds new light on engagement. From country to country, scores were always consistently higher with appreciation than without, proving the power of this accelerator.

engage your talent

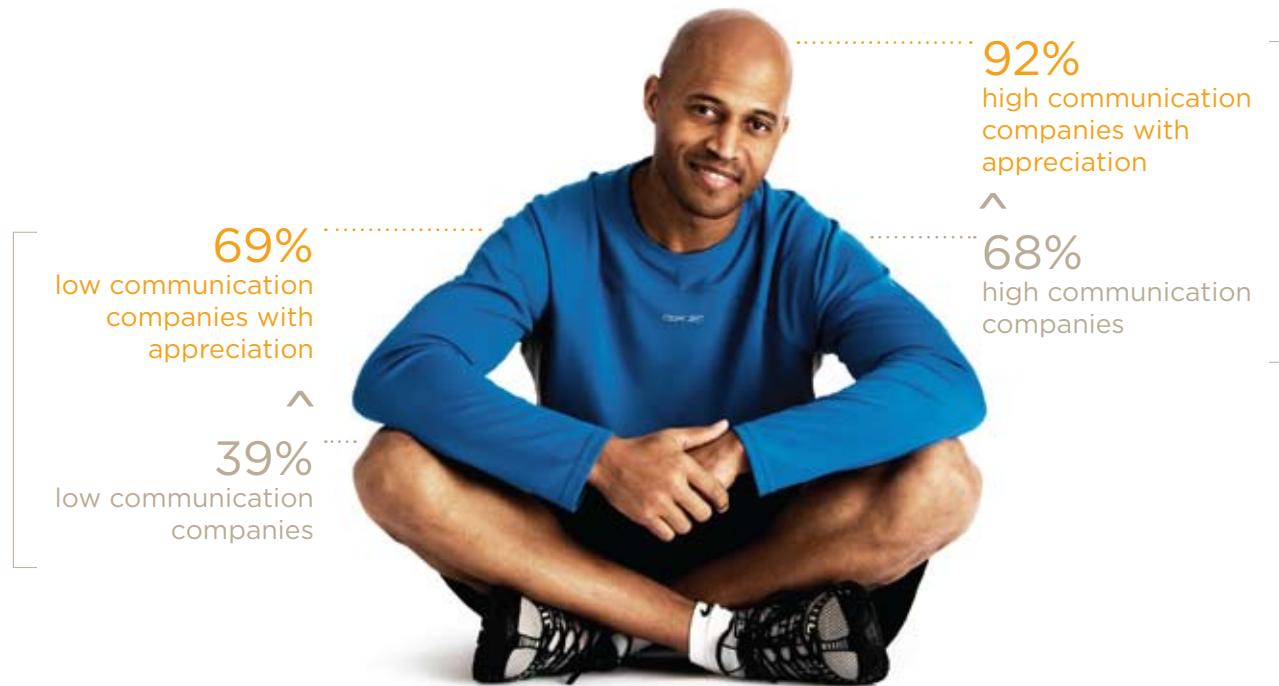


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Appreciation's effect on engagement in companies with low vs. high communication.

We help companies appreciate people who do great work.

Because celebrating great work inspires people to invent, to create, to discover.

And when people are inspired, companies grow.



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This is an excerpt from the study. We published further insights in our new global edition of the *New York Times* best selling book *The Carrot Principle*. Contact O.C. Tanner to discover more about how appreciating great work helps companies grow.

