

	Team Recognition	Individual Recognition
Public	<p>Eng All Hands presentation (like demoing work)</p> <p>Tech-all email about a team's success (launch emails)</p>	<p>Routine, time-based awards (3-Armed Sweater)</p> <p>Tech-all email announcement about an individual (Josh Henning)</p> <p>Team announcement (In a weekly team meeting, like acknowledging great work during downtime)</p> <p>Promotion</p>
Private	<p>Team announcement (email or in person) celebrating team wins</p>	<p>Routine, time-based awards (Perf Hero)</p> <p>Spot bonus</p> <p>Individual acknowledgement (non-monetary, like a note, Etsy Value award, words of appreciation in a 1:1, giving more autonomy)</p> <p>Sponsoring individuals outside of the team's work (suggest writing a Code as Craft or nominating them to speak at a conference)</p>

Reframe recognition

1. Praise **tasks**, not individual attributes.
Praise beating one's personal best, focusing on them learning and improving.
2. When the recognition is public, praise **teams** (rather than just individuals).

Recognizing work vs personal attributes

“Of course you can praise the product of the individual's work (that's a great report, Ben), the process that went into creating that product (I'm very impressed by the attention to detail shown in that report, Ben) or the individual's ability itself (you're a great report writer, Ben).

“Studies show that all three can have positive effects, certainly in the short term, but also that praising ability can have negative longer term effects (Dweck, 2002; Mueller, and Dweck, 1998).”

<http://lancashireteachers.co.uk/learn-about/1/ll-the-value-of-praise>

Why?

If we get praise for something we do (such as pay attention to detail), we attribute our success to our own efforts, which we can control.

If we get praise for what we are (e.g. “clever”), we attribute success to a fixed character that we possess.

Risks of publicly praising an individual

“When you raise one person up on a pedestal, it leaves others below on the ground. And some of those left behind may feel resentful. Perhaps they contributed to the effort that's being recognized, or even came up with the original idea. Maybe they were part of a team that facilitated a key component to the successful outcome, but it happened behind the scenes where you couldn't see it.”

<http://www.businessinsider.com/kill-your-employee-of-the-month-program-2014-10>