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## Executive Book Summaries®

# The Power of Thanks

## How Social Recognition Empowers Employees and Creates a Best Place to Work

### THE SUMMARY IN BRIEF

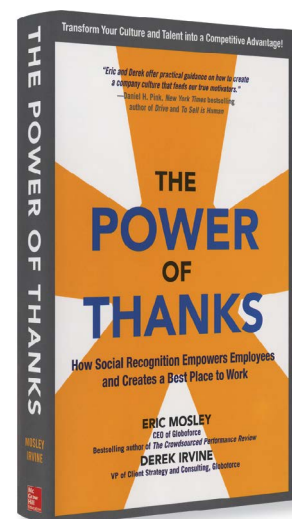
Building a fully engaged, energized workforce is the key to business success. *The Power of Thanks* reveals how leading companies empower employees through social recognition, in which the practice of mutual appreciation and trust directs and rewards higher performance.

Eric Mosley and Derek Irvine, executives at the world-renowned employee-recognition firm Globoforce, explain why social recognition is so powerful and how you can apply it in your company. They show how a carefully planned and consistently executed Culture of Recognition business strategy inspires greater employee engagement and loyalty; stronger, more unified teams and departments; a creative, innovative company culture; improved customer satisfaction; and increased profitability and organizational health. Mosley and Irvine provide practical advice and proven examples for devising a powerful, growth-generating strategy that modernizes employee recognition for today's social, global, multi-generational and 24x7-wired workforce.

When employees participate in a culture that makes everyone a stakeholder in the organization's success, positive energy spreads like wildfire, and business results follow. Something so simple and powerful might work like magic, but it's really just common sense. It's smart management. It's long-term thinking. It's The Power of Thanks.

### IN THIS SUMMARY, YOU WILL LEARN:

- Why culture is central to business success today.
- The difference between social recognition and other forms of appreciation.
- How social recognition creates happier employees and drives ROI and business results.



by Eric Mosley and  
Derek Irvine

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# THE COMPLETE SUMMARY: THE POWER OF THANKS

by Eric Mosley and Derek Irvine

**The authors:** Eric Mosley is the cofounder and CEO of Globoforce. As a recognized industry leader, he has personally advised some of the largest and most admired companies in the world. As Vice President, Client Strategy and Consulting at Globoforce, Derek Irvine leads the company's strategy and consulting division. He helps clients leverage proven recognition strategies and best practices to elevate employee engagement, increase retention and improve bottom-line results. *The Power of Thanks: How Social Recognition Empowers Employees and Creates a Best Place to Work* by Eric Mosley and Derek Irvine. Copyright ©2014 by Globoforce Limited. Summarized by arrangement with the publisher, McGraw-Hill. 240 pages, \$25.00, ISBN 978-0-07-183840-5. Summary Copyright © 2015 by Soundview Executive Book Summaries®. [www.summary.com](http://www.summary.com), 1-800-SUMMARY. For more information about the authors visit [powerofthanksbook.com](http://powerofthanksbook.com).

## PART I: UNDERSTANDING ORGANIZATIONAL CULTURE

### The Rise of Company Culture

The traditional model of employee loyalty rewarded by lifetime employment is long gone. The traditional method of top-down, command-driven productivity is also long gone. In their place, leading companies have discovered that company culture drives today's competitive advantage because it inspires the behaviors that create more value through work.

A distinctive company culture starts with a clear vision, but vision alone doesn't establish and sustain a culture. That happens when the values inherent in a vision inspire emotions that then drive new behaviors. The right behaviors drive change (the right behaviors *are* change — of the right kind). And when the new behaviors are encouraged, they affirm the vision that started the cycle.

It's the willingness to apply those values to everyday situations that drives a business vision forward. Values powered by emotions lead to behaviors that make change. And change affirms the vision and the values. It's a virtuous cycle.

#### What Is Culture?

Herb Kelleher, the legendary cofounder and chairman of Southwest Airlines, believed "Culture is what you do when people aren't looking." It's how employees behave when they step away from the power relationships in an organization and operate purely on instinct based on their own values. When those values are also shared with the organization, culture is nourished. Culture is nothing less than the aggregate of tens of thousands of interac-

tions and decisions every day. Leaders of great companies reinforce their values by rewarding and celebrating the behaviors that express those values.

Creating a culture means choosing a limited number of values that define the company as surely as its products or logo do and then encouraging expression of those values in everyday behavior.

The CEO and HR set the task and the tone, but how can culture permeate the beliefs and behaviors of every person in an organization? There is only one way that is sustainable: The company can adopt the practice of *a culture of recognition*, in which every single employee is responsible for saying "Thanks!"— recognizing, celebrating, appreciating and promoting the desired cultural values.

You might call it an operating system for company culture — an enabling technology for proactive culture management. A culture of recognition is a set of beliefs, habits and values that affirm and drive all other values, actions and results of a company.

A culture of recognition engages, energizes and empowers employees; it can mean the difference between failure and success for companies in today's hypercompetitive marketplace. ●

### The People-First Workplace

George Anders, a contributing editor at *Forbes*, notes that many of the fastest-growing jobs in the modern economy require a powerful sense of empathy. Empathy is the ability to put oneself in another's situation. Truly powerful empathy is the ability to understand and anticipate at a deep emotional level someone else's thoughts, feelings, perceptions, pleasures and displeasures.



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Great HR managers have an automatic empathy, what psychologist Daniel Goleman called emotional intelligence. But it's not limited to HR managers. Great leaders in product design have an intuitive feel for how people will react to a dress pattern or the feel of a smartphone in the hand.

Silent empathy won't move a workforce. It must be expressed. The best way to express this is appreciation. At the most basic human level, recognizing effort and saying "thank you" has astonishing power to motivate others.

Payroll processing company ADP asked employees and HR directors in Great Britain, "Aside from pay, what motivates and engages you at work?" Fifty-nine percent replied, "Praise and recognition." That was by far the most important motivation after pay — more than employee benefits, clear paths for advancement, or even the flexibility to work where and when the employee wanted.

Why should praise and recognition — receiving thanks — be so motivating? In the context of the modern organization, giving and receiving thanks is a sophisticated form of communication in five ways:

- Thanks identify the right behaviors.
- Thanks are feedback. It tells employees they're on the right track.
- Thanks break through social and emotional barriers.
- Thanks create trust and social bonds.
- Thanks feel good.

### The Positivity-Dominated Workplace

Positivity is the conviction that "it's up to me to make things turn out all right." Positivity looks at a business win and says, "We did this" and looks at a business loss and says, "We can turn this reversal into a chance to get better."

In the Positivity-Dominated Workplace, employees and managers are encouraging each other, learning from successes and failures, noticing and celebrating, and above all, recognizing the behaviors that embody company values and advance company goals.

Recognition matters because it reinforces the right actions, encouraging them to happen again and again, providing guidance and adding social value. Behaviors matter because in a workplace, behavior trumps intention. Engagement flows from people doing work they like well in a culture that appreciates and recognizes a job well done.

Two additional factors characterize the people-first workplace, from the mightiest global brands to the most successful small businesses. They are *authenticity* and *transparency*. Authenticity means people are living the same

company culture that the CEO describes and that the HR department claims in job descriptions. Transparency is a relatively new quality of the workplace, accelerated by the Internet in general and social media in particular.

Because the reality of a workplace is now public information and a company's culture of whatever stripe must be authentic, the necessary task is to motivate people to celebrate and promote that authentic culture. This means focusing on things that create happiness and high morale so that a Positivity-Dominated Workplace can grow and thrive. That begins with understanding the power of giving and receiving appreciation. ●

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## Appreciation, Gratitude and Employee Engagement

While happiness at work makes people smarter, more engaged and more productive, people also have a similar but distinct need to achieve a sense of meaning in what they do. Happiness is about the self; feelings of meaning at work arise from the social context. The feeling that what you do has meaning beyond your own gratification is cultural. It is confirmed by satisfying a cultural set of values. In a society, it's noticed and confirmed by others. Meaning is associated with giving more than taking, with contributing to something bigger than oneself.

Assuming that it's good for employees to find meaning in their work, how can employers encourage that? What reinforces an employee's sense of belonging to something greater than him- or herself?

The answer is found in the social behavior of expressing appreciation and gratitude. The two go hand in hand: Appreciation means recognizing work well done. Gratitude is a bit more personal than appreciation — it means expressing thanks for a benefit one has received.

Appreciation and gratitude are powerful forces among employees because they satisfy the higher psychological needs of individuals and the higher social needs of groups. They confer meaning on actions because they show an action is either recognized as valuable (appreciated) or personally beneficial (gratitude) or both. This is a big deal in managing because it makes the workplace a source of meaning.

As appreciation builds a healthy culture, gratitude promotes a healthy workforce (and not just in terms of physical health). It's tempting to underestimate this simple truth about human beings: giving thanks benefits both giver and receiver.

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## Employee Engagement

Engagement is the HR hot topic of the decade. First, a definition: Engagement at work is the willingness to give discretionary effort to a job. It means voluntarily doing more than the minimum. It is an attitude confirmed by behavior. An engaged employee is aligned to strategy and committed to delivering on his or her goals as well as the strategic goals of the company. Engaged employees are important contributors to the company's culture and continually reinforce values that support the company mission as well as the bottom line.

The HR consultancy Towers Watson suggests that the way to sustain engagement is to see that a workforce is enabled (has an environment that supports productivity and performance with the right equipment, knowledge, help and other resources) and energized (has a sense of individual, physical, interpersonal and emotional well-being at work).

Empowerment and encouragement are additional factors that nurture and sustain engagement over the long run. Empowerment transfers the power to achieve results from the manager to the employee. Empowerment is the foundation of accountability — that is, delivering on commitments.

Encouragement costs practically nothing — a word, a bit of recognition, a gesture of appreciation or gratitude — yet it literally “gives courage” to an employee to act again, to go beyond the minimum, to break out of the sterile job requirements, to take risks, and to make the extra effort that defines engagement in the first place. ●

## PART II: UNDERSTANDING SOCIAL RECOGNITION

### Setting a Purpose and Vision

In the business classic *Good to Great: Why Some Companies Make the Leap ... and Others Don't*, Jim Collins describes the “level 5 leader” as a frequently colorless public figure, yet one focused on many of the social mechanisms of an organization. His analysis shows the drawbacks of a heroic leader, including the obvious fact that an organization dependent on one person for its success gets in trouble when that person leaves, retires or dies. Great leaders, says Collins, live more often out of the public view but build behavior-based values like “facing the bad news” and a “culture of discipline” into their organizations' DNA.

Great leaders set a purpose and vision for a company by the goals they establish, the values they promote and the

destination they describe. Then they empower the organization to build culture itself, guided by their vision. They hire people who will promote and demonstrate the right cultural values. They build and promote a social architecture that supports the culture they want.

## Social Architecture

Social architecture is to culture what a foundation, beams and joists are to a building. Social architecture is found in a thousand small behaviors: communication, traditions, authority, privileges and “ways of doing things.” Social architecture is useful because no manager can be everywhere, on every phone call, standing beside every employee whenever they're doing anything.

Three components of social architecture deserve special mention here: shared values, employee engagement and united execution create a high-performance culture. Social recognition is the link connecting all three.

**Shared Values:** Management teams spend countless hours concisely defining their company's values into a cultural vision that inspires employees to achieve strategic goals. Ideally, values should also differentiate a company from its competitors.

Unity matters. For a company's values to have an impact on employee behavior and performance, they must be understood in the same way by all employees regardless of position, division, geographic location or tenure with the company. The company's unique value set needs to be promoted, rewarded and propagated. Shared values are taught, retaught and honored when recognition draws attention to specific behaviors tied to a company value.

**Engagement and Social Architecture:** An engaged employee is a cornerstone of social architecture. If a spirit of innovation is a core cultural value, for example, then any time an employee suggests a new way of doing things, or a creative idea for a product or service, he or she is demonstrating that value. That's engagement — going beyond the letter of the job and promoting one value that makes up company culture. When others recognize, celebrate and appreciate individual acts of innovation, that value is reinforced socially.

**United Execution:** Ultimately, social architecture's value is to drive behaviors that support the company's mission and business goals. This requires united execution, which means that individuals function as a team, supporting each other's individual activities and goals as well as performing their own. Even if individuals share most company values and cultural beliefs, without united execution they risk error, mistrust and miscommunication.

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With united execution, competition for rewards remains rule-bound and fair. People support and encourage each other because they understand that the larger goals they share benefit everyone.

Shared values, engaged employees and united execution can be a daily reality with a strong, supportive and inclusive social architecture. The tools that work best for building social architecture are the different forms of recognition. ●

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### The Evolution and Reinvention of Recognition

Today, recognition is a full-featured management practice. Like employer branding and financial management, it is a set of actions, rules and processes working together to achieve strategic goals. And like other management practices, recognition ranges from simple, tactical steps through enterprise-wide initiatives to long-term strategic practices. The progress of an organization from simple to sophisticated practice is the recognition journey.

**Tactical Recognition:** Tactical recognition focuses on the connection between a manager and an individual employee. The manager notices extra effort or good performance and recognizes it with an award and a personal message. “Catch them doing something good” is the slogan for this kind of recognition.

**Enterprise Recognition:** The second stage of the recognition journey is enterprise recognition, which means spreading the practice of tactical recognition across a company’s different divisions and functions. Enterprise recognition, like enterprise financial management or procurement practices, establishes standard objectives, practices, ways and means to accomplish recognition’s goals. Enterprise recognition makes recognition standard and scalable across big organizations, just as a purchasing department can standardize and scale the buying of office supplies.

Enterprise recognition falls short of recognition’s true potential because it is layered onto a culture in the same manner as a benefit program. It stays in the human resources silo — a positive step forward, to be sure, but not answerable like other disciplines to management practices of measurement against goals. That represents a huge missed opportunity.

**Strategic Recognition:** Strategic recognition is the practice of integrating recognition with other management tools and practices, taking recognition beyond the HR domain and leveraging its power to shape behavior at all levels of the organization. Strategic recognition is

the point at which the “soft” behaviors of recognition — which worked well at motivating employees — finally merge with the “hard” management practices of measurement, goal-setting, analysis and strategic execution. At this level, as with so many practices today, new value is realized by unlocking heretofore hidden data.

Technology initiatives and new product lines are supported with a sophisticated reporting protocol and tracking technology because they make a difference to the bottom line. Strategic recognition treats cultural performance with the same level of seriousness and support because it, too, makes a difference to the bottom line. Because tracking and monitoring tools are in place, practitioners use strategic recognition to manage the culture in detail.

**Social Recognition:** Social recognition is a new phenomenon made possible by the rise of Internet social technologies. It reaches beyond the manager or even the immediate hierarchical team to involve an individual’s entire work circle — the people he or she interacts with on a regular basis, past colleagues who have moved to new positions in the organization, and anyone whom the individual wants to keep in touch with through the positive power of thanks.

Mobile recognition feeds the power of social recognition by ensuring the vast majority of employees, regardless of location or job type, can fully participate in the recognition program through their mobile devices (typically smartphones). The “access anywhere, anytime” availability of mobile today also helps ensure recognition moments are timely and occur very soon after the event deserving of recognition.

**Insight:** Insight is a term for the ultimate goal of the recognition journey, in which the practice of social recognition is integrated to all the talent-management practices beyond culture management. The key to insight is the capability of today’s data-analysis technologies to record, interpret and make connections among the many activities labeled “talent management.” ●

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### Social, Mobile and 24/7

If you feel buffeted by the pace of change in workforce management, fasten your seat belt. We’re at the leading edge of four tectonic trends that are changing employee thinking, behavior and expectations at an ever-accelerating rate. The workforce is becoming more global, multigenerational, social and mobile. In a fifth trend, employers are borrowing from consumer technologies to design new systems of employee management.

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Be mindful of these five trends as you consider a recognition solution, because they will change recognition and much more of your management tool kit in the near future.

**Business Is Global.** Is your organization multinational or global? The difference will predict how complicated a recognition solution will be. A multinational organization has locations or facilities in multiple countries, but each location functions in its own way, essentially as its own entity. A social recognition practice has to take cultural and economic differences into account to be equitable and effective.

**Business Is Multigenerational.** The Great Recession forced many baby boomers (born 1946–1964) to delay retirement around the time that 40 million members of the millennial generation (born 1980–2000) stepped into the workforce, squeezing Generation X (born 1965–1980) as that middle cohort advanced to their prime earning years. Today, as many as three generations work side by side as peers. Recognition acts as a unifier in a multigenerational workplace because it crosses lines of authority, seniority and social distance. A recognition moment confers respect and appreciation, which brings people together who might otherwise have a more remote workplace experience.

**Business Is Social.** We are social beings, and our workplaces are small societies. “Social business” means much more than social media. Work is interdependent, with all kinds of expertise needed at different stages of a project. As the workplace becomes more socially active in this sense, recognition reinforces the attitudes that facilitate cooperative work. As social sharing becomes more and more a part of how work gets done, recognition can encourage all to contribute.

**Business Is Mobile.** Another trend radically accelerated by technology is the recent shift toward mobile devices, chiefly smartphones and tablets. Social recognition among colleagues can — and should — be designed for use on mobile devices to increase participation. Employees should be able to share appreciation immediately, not waiting to get back to a desk, especially when that desk might be 1,000 miles away.

**Business Is Borrowing Consumer Technologies.** Today, consumer-centric design dominates. The reason is related to the global, multigenerational, social and mobile changes that are taking place: As the borderlines of time, space and behavior between “work” and “life” break down, businesses are more open to adapting consumer technologies and habits to the workplace. At the leading edge of consumer-centric design, video recognition is a recent innovation, taking advantage of the broad move in how

we absorb information from the written word to video messages.

When video recognition is built into your program, it's even easier for someone to create a quick but meaningful video containing the powerful specific messages of appreciation but delivered in an intimately personal way. Video naturally conveys tone of voice and body language along with our words of praise. ●

## PART III: PUTTING SOCIAL RECOGNITION INTO PRACTICE

### Building a Social Recognition Framework

Recognition can and should be planned and executed in a company like any other management practice with the potential to drive bottom-line results, and therein lies the opportunity for competitive advantage. Other practices like compensation, financial discipline and quality control are so well established that your competition manages these in essentially the same way as you. When you elevate recognition to the level of other strategic practices, you create a fresh competitive advantage, one that is uniquely tailored to your company's culture, goals and strategy. Social recognition is one of the few practices that still create competitive advantage.

Here is a blueprint for building a strategically effective social recognition practice that seizes that competitive advantage. This blueprint includes plans in five areas: sponsorship, design, reach, adoption and rewards.

**Sponsorship:** The success of a strategic recognition program depends on sponsorship by organization leaders. When recognition's relationship to other strategic assets is understood and supported, its power is truly unleashed, and this can only happen with executive attention and approval. Social recognition earns support because it engages executives where they live — in the realms of competitive advantage, high performance and profits.

Social recognition needs commitment from all top executives. Executive participation elevates the program to strategic status. It increases general participation, focuses managers and battles the unfortunate tendency to say yes without real commitment.

**Design:** Recognition must be designed as carefully as any other strategic initiative, with a clear ambition, metrics and input from stakeholders. Why are you doing this? Without real, detailed goals, the practice of engaging and

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motivating employees can become “recognition for recognition’s sake,” which typically results in another old-school program lacking accountability and relevance.

Establish a recognition ambition based on your organization’s core values and strategic objectives. What are the hallmarks of your culture? What do you want to accomplish? How does it relate to your most important business drivers? What must be supported — profits, customer service, operational excellence, innovation and/or maximum product quality?

**Reach:** Social recognition creates a big winner’s circle. In old-school recognition programs, a few people received large awards. Our partners have learned they can achieve substantial improvements by adding a lower range of awards with economic value to the program’s portfolio.

Social recognition awards the top 10 percent. It also recognizes the 70 percent of people behind the top performers who carry the organization every day. These are the classic unsung heroes. They are the “Mighty Middle”— the people who dutifully attend to their tasks, are consistently polite on the phone and reliably complete work on time. A broad improvement in company performance requires bringing these people into the winner’s circle. It’s simple logic: Raising the engagement of a majority of employees will result in outsized performance improvements. To imagine otherwise is to waste that middle 70 percent’s potential.

**Adoption:** Any new initiative requires a critical mass of adoption by employees to achieve its goals, and that’s doubly true of a social initiative like recognition. Quick adoption by a large number of employees means better ROI for the program over time and faster results in terms of engagement, energy and performance.

You also need to brand your recognition program. Sometimes the name is nothing more than a label: “Acme Corporation Recognition Program.” We advocate a single, unique brand identity for a company’s social recognition program. Creating a unified brand promotes unity across divisions and borders. With one name known by everyone, the company has a one-company voice and a one-company mission around which employees can rally. Branding your social recognition program in this kind of disciplined yet creative way is a chance to reinforce key values that make the company unique.

**Rewards:** The era of the gold watch is long gone, so consider a few principles when determining the nature and size of rewards in a social recognition program.

Offer a great choice of rewards. Employees are individuals — this is a fundamental principle of social recognition.

Each employee makes unique contributions, has unique tastes and desires uniqueness. The best managers, and indeed the best global organizations, learn that rewards are most effective when they honor the individual. Merchandise-only programs were designed before the advent of the multicultural, global organization, and they make little allowance for differences among cultures. A crystal trophy might sit well on a desk in Paris, but does it have the same meaning in Toronto or Miami?

Social recognition magnifies the moment of recognition with the power of choice. In a partnership of goodwill, the giver determines the value of the award, and the recipient determines the final object or experience awarded. In this way, the recipient becomes a participant in his or her own recognition, not a passive-if-gratified spectator. ●

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## Driving ROI and Business Results

There are additional business reasons to make recognition a strategic imperative.

**Reducing Turnover.** Turnover is a budget-killer for HR because the cost of replacing employees who quit ranges from 50 percent to 150 percent of a year’s salary. For example, a company of 10,000 employees with annual salaries ranging between \$30,000 and \$150,000 and an 11 percent turnover rate spends more than \$41 million in turnover costs! Compare that to the cost of a recognition program set at 1 percent of payroll (\$4 million). Even if a recognition program reduced turnover by just 20 percent, it would more than pay for itself — and that doesn’t include all the other benefits of recognition.

**Becoming a Best Place to Work.** What is the financial benefit of being a great place to work? China Gorman, CEO of the Great Place to Work Institute, offers some statistics contrasting the performance of the 100 Best Companies against the U.S. average: Turnover among the 100 best companies ranges from 50 percent to 65 percent lower than the U.S. median. The headcount growth — an HR proxy for expanding business — of Best Companies is five times the rate of the U.S. average (15.4 percent versus 3.2 percent). Finally, a boost in reputation recruiting comes with being on the list.

**Owning a Coveted Employer Brand.** Fifteen years ago just a few visionaries in human resources used the term “employer brand.” Now it’s commonly understood as a critical part of recruiting. The distinctive employer brand attracts the right candidates to apply for jobs and decreases the cost of attracting candidates through advertising and other marketing efforts.

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**Increasing Productivity.** Implicit in the increased engagement and energy brought about through recognition, productivity is one of the chief benefits. Gallup finds 21 percent higher productivity in highly engaged workforces.

**Revenue and Valuation.** Global management-consulting firm the Hay Group's research shows that companies with top engagement scores show 2.5 times the revenue growth of companies with low scores. For public companies, revenue growth means a higher valuation in the market. ●

## How Social Recognition Impacts HR

We are in the early stages of a pervasive technological movement grouped under the umbrella term “big data.” Huge sets of data are examined by powerful analytic tools at unimaginable speeds to generate insights about the past and present and even to predict the future.

You already see the effects of this nascent movement: Weather forecasts are more accurate. Marketers detect trends before they are obvious and create products to serve those trends. Retailers stock shelves with just enough products to meet demand. Web pages contain eerily personal advertising.

Big data is working its way into talent management as advanced HR systems mine data of all kinds to make informed predictions about, for example, which employees are most productive and why, which valuable employees are “flight risks” (in time to do something about the situation), and who might be a great succession candidate for a key position.

HR has had a smaller but important taste of modern data analysis in recent decades with the advent of human capital management (HCM) software for payroll and benefits management, compensation analysis, cost containment and other practices. It has been able to help measure outcomes of programs like employee wellness initiatives. Adoption has been slow, however, compared to other practices.

Social recognition's data and practices advance HR with talent insight across the HCM life cycle, from the moment a candidate encounters a company, through the hiring process and during a career. In the past, these insights might come from a particularly sensitive manager or HR professional, but in a large organization there are just too many people and too much activity for a single observer

to reliably detect hidden patterns. That's the power of big data analysis — it observes far more than a person can, and with the sheer power to run large data sets, it observes patterns that might otherwise go unnoticed.

A sophisticated social recognition program can show these patterns. When you analyze many thousands of recognition moments and comments, you can produce key insights about how jobs get done, how teams should be configured, how communication and learning and collaboration happen across the hall and around the globe, and where to find your company's “hidden influencers”— that is, people who might not wield formal power but who are so trusted and widely known that their opinion carries great weight with peers.

## Benefits of Talent Insight

Social recognition and the data it yields contribute to broader talent management in the practices of onboarding, finding hidden value, documenting and promoting best practices, spotting the quiet but important employees, spotting “cultural energizers,” learning and development, retention, change management, succession planning, years-of-service awards, work circles, identifying management trouble spots, improving performance reviews and separating quality from quantity.

Will predictive analytics ultimately make 100 percent accurate calls on who should work at what, where and with whom in an organization? People will always surprise you with their capacity to grow and change.

Social recognition and the Power of Thanks will surely make your company a very successful place to work. The people who show up every day to live your mission and values, who put so much of their lives into working together under your company name, deserve no less. ●

## RECOMMENDED READING LIST

If you liked *The Power of Thanks*, you'll also like:

1. **Thanks for the Feedback** by Douglas Stone and Sheila Heen. Stone and Heen explain why getting feedback is so crucial yet so challenging, and they offer a powerful framework for interpreting it.
2. **Coaching for Breakthrough Success** by Jack Canfield and Peter Chee. Canfield, coauthor of the *Chicken Soup for the Soul* series, and Dr. Chee offer a practical guide of 30 principles that every coach needs to succeed.
3. **Full Engagement** by Brian Tracy. This eye-opening guide explains how to unlock the potential of each person and motivate and inspire employees to peak performance.