

Manager initiated

Company initiated

Performance based

Quadrant 1: **Impact** 2.24
 Frequency 1.17

- Verbal Praise
- Personal Notes
- Public Recognition
- Spontaneous celebrations
- Special privileges
- Morale-building meetings
- Pictures and notes on bulletin boards

Quadrant 2: **Impact** 2.02
 Frequency 1.55

- Cash awards
- Employee-of-the-month awards
- Annual awards banquet
- Tickets to entertainment events
- Print successes in company publications
- Performance is major basis for promotion
- Attendance awards

Presence based

Quadrant 3: **Impact** 1.70
 Frequency 2.38

- Holiday parties
- Gifts and cards on birthdays
- Personally signed birthday cards
- Snacks
- Manager has meals with employees
- Manager greets employees as they arrive
- Manager socializes with employees

Quadrant 4: **Impact** 1.82
 Frequency 2.49

- Free coffee and drinks
- Annual party, picnic, or trip
- Reception for retirees
- Turkey on holidays
- Public ads of employee appreciation
- Exercise facilities for employees
- Hats, mugs, etc., with logo

This study was conducted by Gerald H. Graham and Jeanne Unruh in 1991. More than 1500 employees were surveyed to identify recognition practices typically used by managers and organizations. The frequency and motivational impact of these practices were rated on a scale of 1-3.