

Beyond Recognition to Impact: How Appreciation, Recognition & Trust Drive Performance & Retention

The future of work will be shaped by the quality of the experiences leaders create today.

Employees want more than a job that works around their lives. They want work that contributes to a meaningful life, and that challenges leaders to rethink what the employee experience should deliver. Appreciation, Recognition, and Trust are essential business behaviors that influence whether people contribute their ideas, develop their potential, and remain committed to the organization.

Together, they create the conditions where people don't just work. They thrive.

Are You Creating A Healthy Workplace Culture?

WORKERS AT COMPANIES WITH FUNCTIONAL, SUPPORTIVE CULTURES ARE 10X MORE LIKELY TO RECOMMEND THEIR EMPLOYER AS A GREAT PLACE TO WORK.

When a supportive company culture is established, organizations are:

71%

MORE LIKELY TO SEE
PRODUCTIVITY
IMPROVEMENTS

54%

MORE LIKELY TO
IMPROVE EMPLOYEE
RETENTION

28%

MORE LIKELY TO
EXPERIENCE REVENUE
INCREASES



WHEN LEADERSHIP IS FULLY SUPPORTIVE, HR TEAMS ARE 50% MORE LIKELY TO SUCCESSFULLY BALANCE A PEOPLE-FOCUSED AND DATA-ORIENTED APPROACH.

Culture is how most employees feel, believe, and behave, most of the time.

The Leadership Impact

A manager who helps employees perform at their best is often demonstrating appreciation, providing meaningful recognition, and building trust at the same time.

Employees Whose Manager Helps Them Perform at Their Best Are:

7x

more likely to feel their
work is appreciated on a
regular basis

4x

more likely to say culture
helps them be productive
and satisfied at work

3x

more likely to believe they
have the resources and
support to do their job

2x

more likely to feel a sense
of belonging

Employee Truths



Only 40% of employees say their company provides opportunities for frequent appreciation and recognition. That gap is not a technology problem. It is a relationship problem, and it is the clearest place for any leader to start.



45% of employees say their manager helps them perform at their best, but 17% say their manager is just going through the motions. Manager behavior, not program design, is the variable that moves recognition from a transaction to a relationship.



1 in 2 employees say monthly recognition from their direct leader is enough to make a meaningful difference. Consistency beats volume. Recognition that is timely, specific, and personal is a habit any manager can sustain without a new budget.

THE LEADERSHIP GAP IS NO LONGER ABOUT KNOWING APPRECIATION, RECOGNITION, AND TRUST MATTER. IT IS ABOUT WHAT HAPPENS WHEN EMPLOYEES CONSISTENTLY FEEL UNSEEN, UNSUPPORTED, AND DISCONNECTED FROM THE PEOPLE LEADING THEM.

Appreciation makes people feel seen. Recognition makes their contributions visible. Trust gives them the confidence to bring their best. Together, they create conditions where people don't just work. They thrive.

That's the power of ITA Group's A.R.T. ApproachSM to recognition.