

## Why Praise Can Backfire – And How to Do It Right

1. **According to the Quick Take, which of the following is true?**

*The Best Answer:*

b. Giving praise is complex.

2. **TRUE or FALSE: Praise is often used as a substitute for feedback that genuinely engages and motivates employees.**

*The Best Answer:*

True. Using praise successfully requires effort and involvement on the part of the manager. Random “attaboys” and pats on the back won’t engage high performers.

3. **Which situation is most likely to erode the credibility of a manager?**

*The Best Answer:*

c. Using disingenuous praise. For example telling an employee he did a great job on a report that you didn’t read carefully. Even a single instance of this could destroy your credibility with high performers. It could send the message that you don’t care enough about them to review their work carefully.

4. **According to the Quick Take, when a subordinate gives praise to a superior:**

*The Best Answer:*

c. The praise could be perceived as inappropriate. The superior could perceive the praise as presumptuous, as in “Who are you to be praising me?”

5. **According to the Quick Take, what’s the most important reason bosses need to give specifics when praising an employee?**

*The Best Answer:*

b. So employees understand that you know what they did right. When you give specifics, employees feel you “get” what makes them good, and that’s a huge motivator.

6. **According to the Quick Take, which is the best rule for giving praise?**

*The Best Answer:*

a. Use it sparingly but purposefully

7. **TRUE or FALSE: Praise will encourage top performers to seek a higher-paying job elsewhere.**

*The Best Answer:*

False. This could happen with a small percentage of employees, but most people are highly motivated by a boss who sees their talent and recognizes that they’re making a difference. It’s a rare thing, and will discourage most employees from defecting.