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## Most-Praised Generation Craves Kudos at the Office

By Jeffrey Zaslow

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You, You, You -- you really are special, you are! You've got everything going for you. You're attractive, witty, brilliant. "Gifted" is the word that comes to mind.

Childhood in recent decades has been defined by such stroking -- by parents who see their job as building self-esteem, by soccer coaches who give every player a trophy, by schools that used to name one "student of the month" and these days name 40.

Now, as this greatest generation grows up, the culture of praise is reaching deeply into the adult world. Bosses, professors and mates are feeling the need to lavish praise on young adults, particularly twentysomethings, or else see them wither under an unfamiliar compliment deficit.

Employers are dishing out kudos to workers for little more than showing up. Corporations including Lands' End and Bank of America are hiring consultants to teach managers how to compliment employees using email, prize packages and public displays of appreciation. The 1,000-employee Scooter Store Inc., a power-wheelchair and scooter firm in New Braunfels, Texas, has a staff "celebrations assistant" whose job it is to throw confetti -- 25 pounds a week -- at employees. She also passes out 100 to 500 celebratory helium balloons a week. The Container Store Inc. estimates that one of its 4,000 employees receives praise every 20 seconds, through such efforts as its "Celebration Voice Mailboxes."

Certainly, there are benefits to building confidence and showing attention. But some researchers suggest that inappropriate kudos are turning too many adults into narcissistic praise-junkies. The upshot: A lot of today's young adults feel insecure if they're not regularly complimented.

America's praise fixation has economic, labor and social ramifications. Adults who were overpraised as children are apt to be narcissistic at work and in personal relationships, says Jean Twenge, a psychology professor at San Diego State University. Narcissists aren't good at basking in other people's glory, which makes for problematic marriages and work relationships, she says.

Her research suggests that young adults today are more self-centered than previous generations. For a multiuniversity study released this year, 16,475 college students took the standardized narcissistic personality inventory, responding to such statements as "I think I am a special person." Students' scores have risen steadily since the test was first offered in 1982. The average college student in 2006 was 30% more narcissistic than the average student in 1982.

### Praise Inflation

Employers say the praise culture can help them with job retention, and marriage counselors say couples often benefit by keeping praise a constant part of their interactions. But in the process, people's positive traits can be exaggerated until the words feel meaningless. "There's a runaway inflation of everyday speech," warns Linda Sapadin, a psychologist in Valley Stream, N.Y. These days, she says, it's an insult unless you describe a pretty girl as "drop-dead gorgeous" or a smart person as "a genius." "And no one wants to be told they live in a nice house," says Dr. Sapadin. "'Nice' was once sufficient. That was a good word. Now it's a put-down."

The Gottman Institute, a relationship-research and training firm in Seattle, tells clients that a key to marital happiness is if couples make at least five times as many positive statements to and about each other as negative ones. Meanwhile, products are being marketed to help families make praise a part of their daily routines. For \$32.95, families can buy the "You Are Special Today Red Plate," and then select one worthy person each meal to eat off the dish.

But many young married people today, who grew up being told regularly that they were special, can end up distrusting compliments from their spouses. Judy Neary, a relationship therapist in Alexandria, Va., says it's common for her clients to say things like: "I tell her she's beautiful all the time, and she doesn't believe it." Ms. Neary suspects: "There's a lot of insecurity, with people wondering, 'Is it really true?'"

"Young married people who've been very praised in their childhoods, particularly, need praise to both their child side and their adult side," adds Dolores Walker, a psychotherapist and attorney specializing in divorce mediation in New York.

Employers are finding ways to adjust. Sure, there are still plenty of surly managers who offer little or no positive feedback, but many withholders are now joining America's praise parade to hold on to young workers. They're being taught by employee-retention consultants such as Mark Holmes, who encourages employers to give away baseball bats with engravings ("Thanks for a home-run job") or to write notes to employees' kids ("Thanks for letting dad work here. He's terrific!")

Bob Nelson, billed as "the Guru of Thank You," counsels 80 to 100 companies a year on praise issues. He has done presentations for managers of companies such as Walt Disney Co. and Hallmark Cards Inc., explaining how different generations have different expectations. As he sees it, those over age 60 tend to like formal awards, presented publicly. But they're more laid back about needing praise, and more apt to say: "Yes, I get recognition every week. It's called a paycheck." Baby boomers, Mr. Nelson finds, often prefer being praised with more self-indulgent treats such as free massages for women and high-tech gadgets for men.

Workers under 40, he says, require far more stroking. They often like "trendy, name-brand merchandise" as rewards, but they also want near-constant feedback. "It's not enough to give praise only when they're exceptional, because for years they've been getting praise just for showing up," he says.

Mr. Nelson advises bosses: If a young worker has been chronically late for work and then starts arriving on time, commend him. "You need to recognize improvement. That might seem silly to older generations, but today, you have to do these things to get the performances you want," he says. Casey Priest, marketing vice president for Container Store, agrees. "When you set an expectation and an employee starts to meet it, absolutely praise them for it," she says.

Sixty-year-old David Foster, a partner at Washington, D.C., law firm Miller & Chevalier, is making greater efforts to compliment young associates -- to tell them they're talented, hard-working and valued. It's not a natural impulse for him. When he was a young lawyer, he says, "If you weren't getting yelled at, you felt like that was praise."

But at a retreat a couple of years ago, the firm's 120 lawyers reached an understanding. Younger associates complained that they were frustrated; after working hard on a brief and handing it in, they'd receive no praise. The partners promised to improve "intergenerational communication." Mr. Foster says he feels for younger associates, given their upbringings. "When they're not getting feedback, it makes them very

nervous."

### **Modern Pressures**

Some younger lawyers are able to articulate the dynamics behind this. "When we were young, we were motivated by being told we could do anything if we believed in ourselves. So we respond well to positive feedback," explains 34-year-old Karin Crump, president of the 25,000-member Texas Young Lawyers Association.

Scott Atwood, president-elect of the Young Lawyers Division of the Florida Bar, argues that the yearning for positive input from superiors is more likely due to heightened pressure to perform in today's demanding firms. "It has created a culture where you have to have instant feedback or you'll fail," he says.

In fact, throughout history, younger generations have wanted praise from their elders. As Napoleon said: "A soldier will fight long and hard for a bit of colored ribbon." But when it comes to praise today, "Gen Xers and Gen Yers don't just say they want it. They are also saying they require it," says Chip Toth, an executive coach based in Denver. How do young workers say they're not getting enough? "They leave," says Mr. Toth.

Many companies are proud of their creative praise programs. Since 2004, the 4,100-employee Bronson Healthcare Group in Kalamazoo, Mich., has required all of its managers to write at least 48 thank-you or praise notes to underlings every year.

Universal Studios Orlando, with 13,000 employees, has a program in which managers give out "Applause Notes," praising employees for work well done. Universal workers can also give each other peer-to-peer "S.A.Y. It!" cards, which stand for "Someone Appreciates You!" The notes are redeemed for free movie tickets or other gifts.

Bank of America has several formal rewards programs for its 200,000 employees, allowing those who receive praise to select from 2,000 gifts. "We also encourage managers to start every meeting with informal recognition," says Kevin Cronin, senior vice president of recognition and rewards. The company strives to be sensitive. When new employees are hired, managers are instructed to get a sense of how they like to be praised. "Some prefer it in public, some like it one-on-one in an office," says Mr. Cronin.

### **No More Red Pens**

Some young adults are consciously calibrating their dependence on praise. In New York, Web-developer Mia Eaton, 32, admits that she loves being complimented. But she feels like she's living on the border between a twentysomething generation that requires overpraise and a thirtysomething generation that is less addicted to it. She recalls the pre-Paris Hilton, pre-reality-TV era, when people were famous -- and applauded -- for their achievements, she says. When she tries to explain this to younger colleagues, "they don't get it. I feel like I'm hurting their feelings because they don't understand the difference."

Young adults aren't always eager for clear-eyed feedback after getting mostly "atta-boys" and "atta-girls" all their lives, says John Sloop, a professor of rhetorical and cultural studies at Vanderbilt University. Another issue: To win tenure, professors often need to receive positive evaluations from students. So if professors want students to like them, "to a large extent, critical comments [of students] have to be couched in praise," Prof. Sloop says. He has attended seminars designed to help professors learn techniques of supportive criticism. "We were told to throw away our red pens so we don't intimidate students."

At the Wharton School of the University of Pennsylvania, marketing consultant Steve Smolinsky teaches students in their late 20s who've left the corporate world to get M.B.A. degrees. He and his colleagues feel handcuffed by the language of self-esteem, he says. "You have to tell students, 'It's not as good as you can do. You're really smart, and can do better.'"

Mr. Smolinsky enjoys giving praise when it's warranted, he says, "but there needs to be a flip side. When people are lousy, they need to be told that." He notices that his students often disregard his harsher comments. "They'll say, 'Yeah, well...' I don't believe they really hear it."

In the end, ego-stroking may feel good, but it doesn't lead to happiness, says Prof. Twenge, the narcissism researcher, who has written a book titled "Generation Me: Why Today's Young Americans Are More Confident, Assertive, Entitled -- and More Miserable than Ever Before." She would like to declare a moratorium on "meaningless, baseless praise," which often starts in nursery school. She is unimpressed with self-esteem preschool ditties, such as the one set to the tune of "Frère Jacques": "I am special/ I am special/ Look at me..."

For now, companies like the Scooter Store continue handing out the helium balloons. Katie Lynch, 22, is the firm's "celebrations assistant," charged with throwing confetti, filling balloons and showing up at employees' desks to offer high-fives. "They all love it," she says, especially younger workers who "seem to need that pat on the back. They don't want to go unnoticed."

Ms. Lynch also has an urge to be praised. At the end of a long, hard day of celebrating others, she says she appreciates when her manager, Burton De La Garza, gives her a high-five or compliments her with a cellphone text message.

"I'll just text her a quick note -- 'you were phenomenal today,'" says Mr. De La Garza, "She thrives on that. We wanted to find what works for her, because she's completely averse to confetti."

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