



## *Leaders –* Give Your Direct Reports the Gift of Helping Them Grow



### Have you had cheerleaders and sponsors help you on your path to leadership?

A cheerleader is someone who encourages you and recognizes your good work and boosts your confidence. A sponsor is someone above you, who speaks well of you to others at their level and above, and thus opens doors for you. If



### Would you like to hone *your skills* for giving feedback?

I will be offering a webinar-style three-session workshop on giving feedback.

Highlights of what's included:

- An Insights Discovery Personal Profile including information about your own management style
- Matching the style of feedback to the specific preferences of the individual
- Presenting feedback as the gift that it is
- Designing the feedback to be specific and not general, descriptive and neither evaluative nor blaming and helping them to hear and

you've had either or both, you're probably very grateful to them. If you've made it to your current position without either, good for you!

***Either way, everyone can use cheerleaders and sponsors to help them experience their full potential in both short and long-term career goals.***

In my coaching work with career professionals, I see some common themes. The first is that no matter how good people are at what they do, they don't clearly and fully see their own value. Some are too humble and some are just too busy constantly moving on the next project or crisis to recognize their own accomplishments and contributions.

A second theme is that individuals often do not visualize or vocalize, to those who can help them, the career path they are looking for.

A third theme is that folks don't always have the perspective to see what additional training and experience they need to move to the next level, or how to get it.

So, I just outlined three areas where you, as a leader, can give your direct-reports, or colleagues, for that matter, gifts that will help them to grow and stretch into work and jobs that allow them to experience the joy of contributing to the world in ways they maybe hadn't even dreamed of.

**One of the joys of coaching and why I do it is to see individuals break through both visible and invisible barriers that are holding them back in some way, or find solutions and**

grasp the message so they know how to act on it for success.

I will set the schedule to accommodate those who express an interest.

**Click on the icon below if you'd like to hear more about my 3-session webinar on giving feedback:**

[Click Here](#)



**Being a cheerleader is more than just jumping up and down with pom-poms.**

There has to be a message that excites people. So how does that translate to the workplace? If you want to encourage someone and boost their confidence, say more than, "that was a great job" or "nice presentation".

**Would you rather hear, "you did a great job on that project", or "your work on that project showed leadership in overcoming some of the obstacles you faced and helping the team to stay focused", or "you really did some groundbreaking research and thought-work to drive this to the next level".**

How about this one; "You were persistent in landing

**opportunities that open the world wider for them. I love to see my clients soar and I cherish the emails telling me of their accomplishments, promotions and success stories.**

So here are some specific gift ideas for you to consider:

1. **Take time to be a cheerleader.** Don't assume that just because someone is good or has had success on a project, presentation or sale, that they are as confident in themselves as you are. Tell them what you see that they are doing well. It will not only boost their confidence, but it will encourage them to bring more of whatever characteristics and skills you highlight to them.
  
2. **Take time to ask them what they desire for their own career.** Maybe they haven't really thought about it. Maybe they don't know what options might be available. Maybe they aren't sure yet where their skills can take them. Often, people just don't realize they need to make known what they want. I have seen so many instances where someone was never considered for a position until they spoke up and let someone know they would like that job. No one knew. So spend a little time and help them to think about it, visualize it and explore their future opportunities and desires.

that client. You hung in there and when the door kept closing, you were determined to find new openings and you demonstrated a lot of creativity in doing that and it paid off big time!" Do you hear the difference?

Take just a little more time and figure out why the person succeeded or why they did a good job and give them the specifics!



**A tip for being a successful sponsor: If you complain about your direct-reports to those above you, they will remember that.**

If you complain about your direct-reports to those above you, they will remember that. If later you want to promote them or want to open doors for them, you will first have to overcome the negative information you put out there. Keep negative information about direct-reports to yourself, unless it's something that requires sharing with your boss. Take the responsibility to work through the negatives and grow that person so the negatives disappear.

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3. ***Have the courage to give them the gift of feedback.*** Yes, they need to be encouraged. They also need someone who cares enough to give them the hard-to-hear feedback to overcome things that are holding them back or getting in their way. Instead of thinking of the difficult conversation, think of the outcome. Where would you be if people along the way in your career hadn't been willing to tell you things you needed to hear to move forward or overcome some of your own shortcomings? In a recent workshop we delivered on feedback, a client said to us, "I never thought of not giving someone hard feedback, as depriving them of the advantage to grow". That was an AHA moment!

4. ***Think about ways you can provide opportunities for that person to grow.***

What do they need to learn? How can you give them opportunities to try a new skill? What projects can you offer them? How can you give them assignments that will stretch them? What professional development, conference or possibly even coaching can you provide funding for?

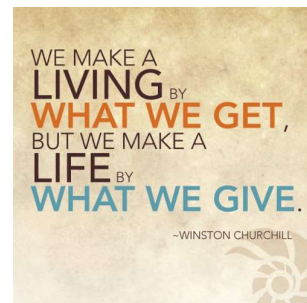
5. ***Talk about them to others who can help provide opportunities and open doors for them.*** Letting others know about the success of your direct-reports has a bonus in it. It shows others that you are a manager who successfully grows

negatives disappear.

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**A coach is someone who tells you what you don't want to hear, and has you see what you don't want to see, so you can be who you have always known you can be."**

Tom Landry




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Time Management Tips to Jump-Start Your New Year

### February

Self-Awareness - A Must-Have Skill for Success

### March

What To Do When You Disagree With Your Boss

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## KCS Services

### KCS Coaching Services:

- Personal Career Coaching

subordinates, which bolsters your visibility as a valuable asset to your organization.

- **Job Offer and Salary Negotiations**
- **Executive Coaching**

*So enjoy the gift of giving!*

I wish you all a very Merry Christmas, Happy Hanukkah and a very Happy and Peaceful Holiday. May you enjoy the gift of time to reflect on your own successes and contributions.

*Best Wishes,*



**KCS Consulting Services:**

- **Leadership Development**
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- **Strategic Planning**

**Looking for advice on your direct reports?**

Contact me and let's have a conversation!



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