



The Secret to Recognition as a Leader



A person who feels **appreciated** will always do more than what is expected.

quotes.com

Recognition is a key to moving forward in your career path.

It's important to make your accomplishments known to your manager. Of course there are appropriate and inappropriate ways to do that. For some tips about effective ways to do that, see my newsletter from July 2018 – "[Manage Up](#)".

If you're now in a management position with direct-reports, recognition to further your career shifts. Now, it is not so much about your personal achievements but more about the success and performance of your direct-reports and your team as a whole.

The secret to recognition is now creating recognition for the work of your direct-report team.

You likely became a manager because of your own competence, technical knowledge and skills as an individual contributor along with characteristics that demonstrated good potential for managing others. How do you make the shift?

1. Understand your new role
2. Work to promote your team members' individual success
3. Work to promote a cohesive team



"Before you are a LEADER, success is all about growing yourself."

When you become a LEADER, success is all about growing others."

Jack Welch

4. **Be aware of individual team member's wins and accomplishments as well as those of the team as a whole**

5. **Share your team's stories without taking the credit for yourself**

1. **Your role** as a manager is now about being accountable for results, but not directly responsible for them. You are no longer the doer but the overseer. To be a good overseer requires knowing what's going on in your team or department. To know requires observing and scheduling check-ins for team members to update you on progress, obstacles and challenges. It's also about listening and paying attention to what's going on in the context of the forest, not the trees. If your head and your time are focused on tasks because completing tasks previously was what brought you a sense of accomplishment, you will be doing a disservice to your new role and to your team. Get out of the weeds, get in your helicopter and look down at the forest from 10,000, 20,000 or 30,000 feet.

2. **Work to promote your team members' individual successes.** To do that requires getting to know your direct reports. That happens by observing without hanging over their shoulder, asking (more than telling) and listening (more than talking). Find out what they like about their work, what makes them feel good about it, what they count as their proudest moments or accomplishments, what they want for their future growth, what challenges them, what they want to learn and how they would like your support. Help them see the strengths they have they may not see in themselves and encourage those strengths by pointing out times those strengths show. Help them get what they need to do their job as well as grow for the next level position. Help them by removing obstacles they don't have the authority or political position to remove. Managers are often uniquely positioned to cut through red tape, bend rules at appropriate times and authorize what's needed when it's needed to reach goals. Help each individual set SMART goals (Specific, Measurable, Actionable, Reasonable and Targeted). Schedule periodic check-ins to know how you can support them and if they are on target and last, but certainly not least is to hold them accountable for their goals and job responsibilities.

3. **Work to promote a cohesive team** by creating a culture of mutual support among the team members, having team goals not just individual goals, and providing face-to-face (where possible) team time to build the team relationships. Encourage partnering within the team. Highlight and reward team members who do things to provide help and support to other team members. Provide opportunities for team brainstorming, group problem-solving and collaboration.

4. **Be aware of individual team member's wins and accomplishments as well as those of the team as a whole.**

Let's make sure you have what you need so you can do your best.



“BEING A LEADER is not about you. It’s about THE PEOPLE that are on your team and HOW YOU CAN HELP THEM BE SUCCESSFUL.”

Susan Vobejda



As I was searching for appropriate quotes for this newsletter, I made an interesting observation. I could not find anything about recognition for managers. I googled a whole variety of phrases, but every single one only led to quotes and memes about giving employees recognition. This observation seemed like an affirmation that the focus is not on giving recognition to leaders, but on leaders giving recognition to their employees. The quotes were about the value good leaders place on recognizing employees. With that being the focus, then giving recognition is also a way of affirming and showing your leadership skill.

I found these statistics from 4imprint. I can't vouch for their origin, but here they are:

- The number one reason Americans quit their jobs is because they aren't feeling appreciated.

Celebrate accomplishments of the team and make their accomplishments known to higher level managers and executives with the full awareness of the individual team members. As I do a good bit of personality style training for teams, I would be remiss if I did not make you aware of a possible pitfall here. There are those, usually more toward introversion on the introversion/extroversion continuum who are deeply relationship-oriented and strive to build team trust who generally prefer not to be highlighted in public ways. It is actually embarrassing to them. They prefer much more private, low-key recognition. So, in giving recognition, do it one on one first and then ask permission to recognize them publicly. Celebrating your team's successes and making their accomplishments known to other departments and higher level leaders will also be the key to your own recognition as a manager.

5. Share your team's stories without taking the credit for yourself. You do not need to tell others what your role was in their success. That is something that comes and is a more subtle recognition than you may have been used to receiving as an individual contributor. You can't always see the recognition you are receiving by your team's achievements which may lead you to want to receive some concrete acknowledgment, but I need to share a word of caution if that is what you are experiencing. Your recognition can actually be diminished if you try to self-promote at the same time you are giving kudos to your team. Your recognition comes from showing you are managing in such a way that your team works well together and is performing at high levels. If however, you try to self-promote, you remove the spotlight from your team. It can also backfire and undo some of your hard work by leaving your team members feeling used for your own self-interest. Put your team out front and step to the rear. That is how your success will be most evident – when you are their cheerleader and promoter.

Are you interested in learning more about personality styles and how to manage each direct report differently to motivate and not block their success? Let's talk.

Build yourself up by building others,



Click below to schedule time with me.



- 90% of people say recognition improves employee engagement
- 28% of employees said their most meaningful and memorable recognition came from their manager
- 79% of employees say recognition makes them work harder

Upcoming Newsletters

April

Making the Mental Shift from Subject Matter Expert to Manager

May

Components of Personality Styles: How Introversion and Extroversion Relate to Team Synergy

June

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