

A Message from the CEO
Appreciation
Q1'2012

For many of us, it's bonus season. Hopefully 2011 was a good year and you were richly rewarded for your individual performance in your company. After all, a cash bonus is an indicator of how much you are "worth" to your company ... of how much your company thinks of your contribution.

But how do you determine success in non-monetary terms? And, more to the point, how do you know if you are appreciated?

I've always thought that feeling appreciated is the catalyst that frees us to do our best work. Maya Angelou illuminated this point perfectly when she wrote:

People may forget what you said or may even forget what you did but they will never forget how you made them feel.

I'm a believer that to appreciate others, you first have to appreciate yourself. Ask yourself: "What made me feel proud today?" Once you're able to define what you appreciate about yourself, you'll do a better job of appreciating others. Only when you take time to appreciate things can you look forward boldly to think about what you can do tomorrow and beyond to feel even better. This is a great way to reinvigorate yourself, especially if you've been doing the same job for many years.

It might be time to think about what you take for granted about your work colleagues. It's surely worth the time and effort, so take a moment to:

- Be mindful of the good work your colleagues are doing around you.
- Pay attention and catch someone doing something right.
- Acknowledge what your colleagues do for you on a regular basis by saying thank you regularly.
- Applaud someone publicly for a job well done – be specific!

And the ultimate in terms of showing appreciation? A handwritten note, offering a sincere and authentic thank you. Simple gestures like this are seldom seen in these busy times but they can make a big difference.

Simply put, when you show appreciation – *genuine* appreciation – then everyone will know that success in your company truly is about more than just money.



Mary Kier is Chief Executive Officer of Cook Associates Executive Search and a member of the board of directors of InterSearch Worldwide. In addition to her role as CEO, Mary also leads the firms Consumer Markets, Diversity & Inclusion and International search practices. Founded in 1961, Cook Associates is a retained executive search and M&A advisory services firm.