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READ a complimentary copy of *Unleash People's Creativity with Shelly Lazarus*, Chairman & CEO, Ogilvy & Mather Worldwide.



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Healthy Companies

is a global management consulting and research firm dedicated to driving the CEO's Agenda.



THE HEALTHY LEADER

Prescriptions for growing a healthy company

Are you celebrating what's right?

"The sun shines and warms and lights us and we have no curiosity to know why this is so," observed Ralph Waldo Emerson, "but we ask the reason of all evil, of pain, and hunger, and mosquitoes and silly people."

It may be human nature to see what is wrong while overlooking all that is right. But as a leader, you want to avoid getting stuck in scrutinizing mode. Take time to celebrate what is right.

What Great Leaders Know

Great leaders know that people have an innate desire to feel appreciated, and that praise energizes discretionary effort far better than criticism. That is why the world's best leaders are as quick to celebrate peoples' achievements as they are to correct their mistakes.

Celebrations don't have to be big and expensive to be effective. Make your celebrations:

- *Visible*. When people do something particularly positive, shine a light on it for others to see.
- *Timely*. Immediate appreciation is far more reinforcing than delayed appreciation.
- *Meaningful*. Don't just say, "Great work!" Specify what you found great about it.
- *Personal*. Put yourself into the celebration. Handwrite a note. Choose a



Do you make people feel appreciated? [FIND OUT](#)

"If you want people to be creative, you need to applaud when other people solve problems. You have to let yourself get excited when you see something that's truly unusual or imaginative."

— **Shelly Lazarus**,
Chairman and CEO,
Ogilvy & Mather Worldwide

thoughtful gift. Speak from the heart.

Read [Nine Easy Ways to Celebrate Good Performance](#).

What will you celebrate today?

Giving direction and correcting mistakes is just part of your job. You also need to energize and inspire your people. Celebrating what's right is a great place to start.

Ask yourself...

- Do I wait for formal appraisals to tell people what they're doing right?
- Have I asked people what makes them feel appreciated?
- Am I as comfortable celebrating achievements as I am giving direction?

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August holiday. The next edition of The Healthy Leader will be September 2011.

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