



Liz on Leadership

Welcome to this special, Thanksgiving edition of **Liz on Leadership**. In today's newsletter, I address the importance of gratitude.

Enjoy what you read here, share with others, and let me know which additional topics would be of value to your and your organization.

And know this. As we approach Thanksgiving, I am exceptionally grateful for you. You are among the remarkable clients, colleagues, friends and family who enrich my life each and every day. Thank you.

I wish you a peaceful and relaxing holiday, as you pause from the busyness of daily life to appreciate the important people in your world.

Why Leaders Must Express Gratitude

It's not enough to feel grateful, although that's a good start.

You've got to let people know they matter and that their contributions truly make a difference.

If you are like many of the high achieving executives I've advised over the years, you do exceptional work and you expect as much from the people who work for and with you. It makes sense. And it can be an effective way to ensure top performance throughout your organization.

Don't forget, though, that some of your people, even your top performers, may be concealing some measure of self-doubt. They suspect they're on the right track... but sometimes they're not entirely certain their work is truly hitting the mark. People aren't always as confident as they look.

As a leader, it is incumbent upon you to let your folks know what they're doing especially well. It is absolutely of value to tell them you appreciate their efforts, their successes and even their bravely earned failures. And it is of great impact to say "thank you" and "nicely done" even while your internal monologue says, "Why say thank you? He's just doing his job."

Thanksgiving comes just once a year but gratitude should be a constant. I encourage my

clients to *slow down* long enough to reflect on the accomplishments of their teams and the contributions of their key business partners. I advise them to take a deliberate pause in the action, in order to thoughtfully consider and express their appreciation for the hard work and dedication of employees at all levels of the organization.

It has been said time and again that people don't leave organizations, they leave managers. On the other hand, people will do their best work, in good times and bad, for leaders who genuinely care about them and treat them with kindness and respect.

It doesn't take a whole lot of time or energy to be grateful. Why not get started today?

About Dr. Liz

Dr. Liz Bywater has been called a one-of-a-kind leadership expert. Working at the intersection of business and psychology, she brings together pragmatic experience, advising top executives across the Fortune 500, with an advanced degree in Psychology and a dynamic personal style to inspire, engage and counsel her clients.

For more than a decade, top global organizations have requested Liz's help in resolving issues such as creating extraordinary client relationships, increasing market persuasion, and driving productive collaborations in an increasingly complex world.

Liz advises senior leaders at some of the world's most successful companies, including Johnson & Johnson, Nike, Thomson Reuters, Bristol-Myers Squibb, AmerisourceBergen and more. She uses her expertise in human behavior to drive commercial success. She helps her clients propel innovation, exert influence and lead their organizations through change.

A thought leader in organizational excellence, Liz provides expert commentary for such publications as the Wall Street Journal, New York Times, Fast Company and USA Today. She is a featured guest on such radio broadcasts as CBS Philadelphia's Philadelphia Agenda with Brad Segall and Ben FM's Woman of the Week with Marilyn Russell.

Liz earned her PhD in Psychology at the Derner Institute for Advanced Psychological Studies at Adelphi University. Her undergraduate degree is from Cornell University, where she graduated Phi Beta Kappa and Cum Laude. She is a longstanding member of the American Psychological Association and the Society for the Advancement of Consulting. She lives in scenic Bucks County, PA, with her husband and two teenage children.

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