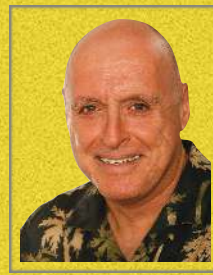


THE EXTRA POINT

BY JERRY ROBERTS



333 Things Managers Should Never Say – Part 2

There are a lot of things a manager should never say to workers. Yesterday we listed four big ones, which you can find and download at guamtraining.com, transcript #331. I'm Jerry Roberts and today we've got more stuff that should never escape your lips. That's next on The Extra Point.

We left off with number four yesterday, and number five is something that a lot of managers do, and need to control. Here we go.

5. You're the supervisor. When something goes wrong and it's clear in your mind that certain procedures should have been followed or different decisions made, don't fall into the trap of starting an interrogation, "Why didn't you do this, why didn't you do that?" I understand you might be frustrated, but doing any of that will just serve to put the worker on the defensive and can easily demotivate your team. You may blow off a little steam and feel better, but you end up paying for it.

Instead, here's an approach that keeps the worker focused, and though they know you won't be happy, they will feel they still have your support. Say this: "Knowing what you know now, what would you do differently if you faced the same issue again?" What they say next will let you know what they learned from the situation and that's what you want.

6. We all do the next one and I've got the only fix you'll ever need. Somebody comes to your office or, let me get a bit more personal, you're at home and your spouse or child or other loved one comes up while you're totally engrossed in your work. You look up, let out an inner groan (I hope it's only inner) and say, "I'm busy, I can't talk to you right now." Bad move if you care about relationships.

Do this instead. Say, "Oh hi, I'm buried in work right now. I can give you, seriously, no more than two minutes. However, if you can wait

until I finish (give a time when you'll be free), I can spend much more time with you. How do you want to do it?"

I am telling you, this is one you can use over and over and it works like a charm. The other person gets to choose whether to go for the fast option or come back and have more time with you. In terms of interrupting your work, it's either very short or not at all. In my book this is a win-win. Now, if it's that loved one I mentioned and they choose the later option, you can give them a big hug as they leave and say, "Okay, see you then!" If it's a coworker you might want to hold off on the hug.

7. The last one on the list has two parts. The boss should never say anything critical about a worker, 1) who is not present; and 2) never criticize any employee in front of anyone else. If there is a hall of shame for managers, doing either of these things gets you voted in.

Here's why this is so bad. In the second case, it's in front of a vendor or customer, that's bad. If in front of a coworker or a group of them, it's worse because anyone witnessing it will be thinking, "Man, that could be me next time." In the case of talking behind a worker's back, you have to know they'll hear about it and it's going to come across ugly. You will lose their trust. It gets worse. The people you spoke about this worker to...just like the other situation, they'll be thinking, "Man, that could be me next time." So, keep your cool, be the master of your tongue, build trust with your team, and you'll be fine.

That's The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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