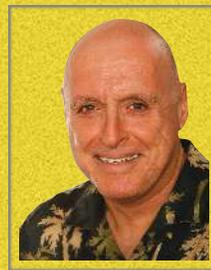


THE EXTRA POINT

BY JERRY ROBERTS



493 How the World's Best Managers Build People — Part 1

The world's best managers operate differently from the rest. I'm Jerry Roberts and today, we'll explore some ideas on how to ramp up your game — to make it work for your organization, for your team, and for yourself. That's coming up next on The Extra Point.

The Gallup Organization has long been involved in management studies. We've referred to their work before as they are pretty much aligned with the fundamental beliefs I have about the workplace and how to improve it.

Today, I'll lay out a few ideas that Gallup and I feel will help you to help your team perform better and be happier with you as a manager. If you're not a manager, download Extra Point # 493 and put it on his/her desk. Here we go.

1. Connect every person's job to a legitimate purpose. People need to know why their job matters because this establishes the value of the work. The easiest way to do this is during a one-to-one meeting and to ask the question, "If you don't come in tomorrow, what do you think will happen?"

Most of the time the answer you get will be along the lines of, "I guess Joe would have to cover for me." This tells you that they know the ramifications of them not coming to work, that somebody else has to cover for them, but it doesn't indicate a knowledge of the bigger picture. They likely miss the fact that their absence may impact several employees, and perhaps customers or vendors as well. Tell them how it all fits together so they clearly understand the value of their job, the connections to others, and how it relates to the bottom line.

2. Dig for opinions on how to do the work. An almost magical thing happens when we ask a worker to give their opinion on their job and how to do it best. I've seen people improve their posture and body language. They seem

to walk around with more confidence, and they sound more confident. "Wow, somebody actually cares about my opinion?"

Asking for opinions delivers a couple of big benefits. One, it shows your confidence in the worker. Two, you'll eventually come to a place where you don't have to do all the thinking. Hallelujah! Most people don't think anyone values their opinion. You be different and ask what your workers think. They may be a bit stunned at first that anyone cares about what they think, but keep asking. Trust me, they'll get used to it.

3. Make a commitment to have one meaningful conversation each week with each member of your team. Here comes the question, "What do we talk about?" How they feel about the job, ideas they may have about the department, changes they'd like to see, struggles they're having, how you can help them get further and do better with a little coaching — and if nothing else, "How 'bout those Lakers?" Trust me, you'll figure it out. It might be a little bumpy at first if you're not used to this kind of communication but stay with it. The next one will be better.

Gallup says only 20% of U.S. employees reported that they've had a legit conversation with their manager in the last six months. One-on-one meetings are the manager's secret weapon. If you're not doing them, start now.

More tomorrow on what the best managers to inspire their team to do better and to do more.

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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