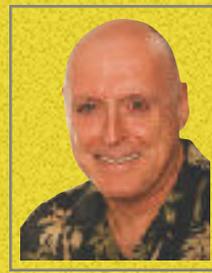


THE EXTRA POINT

BY JERRY ROBERTS



903 4 Things a Manager Should Never do

Today, I've got four things every manager should guard against, or the risk increases of losing their team. That's coming next, on The Extra Point.

There are certain things a manager can do to destroy his/her credibility with their team. Most don't do these things with the intent to make people mad, or lose trust. Maybe they've never been properly trained. Maybe they worked for a manager who was a bad example.

Whatever the reason, it's important to understand that there are behaviors to avoid. I'll list four today, all too common in the majority of workplaces. All of them have happened to me, by bosses who should have known better.

We've discussed some of these before, and it's always good to provide a reminder from time to time.

1. Criticizing an employee publicly. No, never do this, even if you think you're laying down a lesson that will benefit the whole team. Nobody likes to be singled out for criticism, and nobody likes that criticism delivered in front of other team members.

The rule is simple. Praise publicly, punish privately. Too many managers get that backwards. Don't you be one of them. People hate this. Take the individual to your office or somewhere away from others, then talk about the issue.

Not only can you alienate the worker in question, but everybody else may start thinking, "Oh man, that sucks, I don't want that to happen to me." There actually is a way to do this in public, but I usually reserve the strategy for my paying clients. If you'd like to know, send an email to jroberts@guamtraining.com, and I'll unravel it for you.

2. Never admitting mistakes. I've known

managers who would undergo a root canal without Novocaine before they admit they're wrong.

Who do you think you're hiding the truth from? Your team already knows you're wrong. You know they know, and they know you know they know. You know?

Don't look foolish and petty. Just get everybody together and say, "Wow, did I make a mess with that. Sorry I let you all down. I'll work harder to be better."

If they already think you're foolish and petty, owning up to your mistakes in front of everybody may turn that feeling around.

3. Taking credit for somebody else's work. I had a boss once who took my ideas, ideas he liked, and ran them up the chain of command to his bosses. The only problem was, he put his name on them. I was never mentioned.

How did I know? I had casual contact with a couple of those people, and they never said a word. These were people I knew, and there's no doubt they would have made a comment had my name been on the information.

Understand this for what it is. Idea theft. Recognition theft. Betrayal of trust. Why should anyone ever trust you again, if you put your name on their work and pass it off as your own?

You must understand that, if I do something that draws praise, you the manager get some of that on your side of the ledger — because you're my boss and presumably trained and coached me up.

4. Stubbornly refusing to change your opinion, regardless of how much evidence is presented to you.

(Con't.)

The frustration this causes is thick and real. Nobody likes to be told — in word or in attitude — that it's my game, and we'll do things my way.

I personally know several talented people who have left companies because of this. They just didn't want to put up with this inflexibility one more day. A couple took a pay cut.

I hope you understand, if people are willing to lose money in order to get away from you, that's a pretty strong indictment against the way you do things.

Most of these four factors are found pretty much everywhere you go. I hope none are found where you work.

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

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