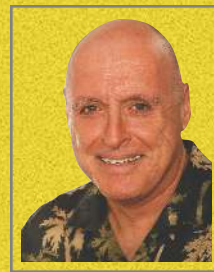


# THE EXTRA POINT

BY JERRY ROBERTS



## # 1022 What Workers Want in Their Manager — Part 1

A recent study performed by the Dale Carnegie Corporation asked over 3,000 employees to list the qualities they consider most important in a manager. I'm Jerry Roberts, and we'll dig into it, next, on The Extra Point.

The Carnegie study on which qualities workers most want to see in their managers turned out the following results.

#1. Workers want a *Career Developing Improvement Acknowledger*. That's a lot of stuff tossed together, so let me unpack it.

This is especially true of the younger generations in the workplace. They strongly believe that good leaders encourage and help employees improve. Professional development is at the top of their list.

They want to know that you think they have growth potential, and that you have every intention to build their skills. Once they have added to their list of capabilities, they'd also appreciate their manager recognizing their achievement.

Of course, this upleveling of skills isn't always tied to a formal training course. Sometimes, a worker goes off on their own and gets the help they need to perform better.

A dialed-in manager will always take advantage of this type of situation, and take the time to recognize the worker at a staff meeting or other company function. Give them an opportunity to speak about their achievement.

#2. The next thing workers want from a manager is for them to be a *Sincere and Occasional Recognizer*. I would change that to "regular" recognizer. About 75% of the survey takers said great bosses give "praise and express appreciation for the work employees do. However, only about 3 in 5 said they're getting it.

The first course I created, some 20 years ago, was RPM: Recognition, Praise, and Motivation. I still teach it because it gets right into the heart of the problem, that managers need to have a top-of-mind awareness that workers need a verbal pat on the back on a regular basis.

You'll notice the word "sincere" is in there. I'll add another word— specific — to the mix. If the praise is always generic such as "good job," and "Hey, really appreciate you," that loses impact quickly.

Yes, it's better than nothing, but how hard is it to tell someone WHY you think they did a good job and WHY you appreciate them, and to mix it up once in a while?

"Thanks for taking over on the order for Joe Cruz this morning, you saved the day." "I really appreciate the way you've been mentoring the new people. They're making a difference already, and a lot of the credit for that goes to you."

#3. A *Contribution Valuer*. Let's tag onto the recognition issue. Workers want to believe their efforts are appreciated by their boss. Again, only about 60% say that's happening, according to the Carnegie study. Frankly, I was surprised the number was that high. Other research I've looked at over the years shows the figure to be below 50%.

So, if you're a manager, do the people on your team believe you appreciate their work? If you're not a manager, do you honestly believe your boss appreciates you?

Let workers know that you care about their career and intend to help them build skills. Give sincere and specific praise and recognition.

(Con't.)

Make sure it's obvious that you appreciate their work. That gets us about halfway through the Carnegie study. We'll get into the rest of it tomorrow.

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.

###

For information on training and consulting services with Jerry Roberts, please click this link: [guamtraining.com](http://guamtraining.com)

