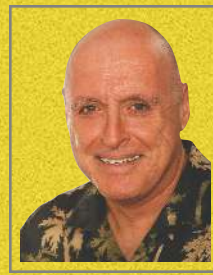


# THE EXTRA POINT

BY JERRY ROBERTS



## # 1023 What Workers Want in Their Manager — Part 2

Today, part two of what workers say are the qualities they consider most important in a manager. I'm Jerry Roberts and that's up next, on The Extra Point.

The Dale Carnegie group performed a study on which qualities workers most want to see in their managers. Yesterday, we had the first three.

#1. Workers want a *Career Developing Improvement Acknowledger*. Essentially, the manager should be pushing the worker's growth.

#2. Workers are after a *Sincere and Occasional Recognizer*. This is about consistent praise and recognition.

#3. Add to that, they want a *Contribution Valuer*. They crave appreciation from their boss.

There are four more factors that workers say are important, and their boss should display.

#4. Be A *Human Admitter of Imperfection*. A lot of managers never admit their mistakes. Employees in the study wanted their boss to have the humility to admit errors, and take responsibility for them.

A point of interest here is that almost 70% of those surveyed said they were motivated by bosses who recognized their own shortcomings and were humble and authentic.

#5. Be An *Allowor of Face Saving*. Three out of five employees say they appreciate a boss who allows them to correct their mistakes and — this is important — not hear about them forever.

If you have forgiven someone for something they did that affected you, avoid the temptation to bring it up again in the future.

Is that hard? You bet it is. So many personal relationships are lost because one offended party says they've forgiven and forgotten, but they haven't and they often smack the other person with the old news. It's the same in the workplace.

Few relationships can survive this. It sends a message to the once-guilty party that no matter what they do, the old situation is going to hang over their head.

#6. Be A *Forgiving Trustee*. This is about giving someone a job to do, then getting out of their way and trusting they will do that job.

Micromanaging is a part of this. Avoid that as much as possible. If someone stumbles, make corrections and let them proceed.

In our management training, I teach a foolproof method for delegating work and building a whole team of people who can be trusted to perform. The underpinning of this strategy is that when a manager shows trust in the worker, it's also sending a key message: "I believe in you and your ability to succeed."

#7. Be A *Respecter of the Whole Person*. The survey pointed to a desire in employees for their boss to genuinely respect them as employees, and as people.

If you pressed any manager on whether they respected their workers, the answer would be a resounding "yes." Come on, who is going to admit they don't respect their employees?

That said, the reality is in how you show it. Do you show respect? Do you ask for someone's opinion before giving yours? Are you doing all of the first six items on the list here?

(Con't.)

I've worked with a couple of managers who have done all of these things, a couple who have done none of them, and the vast majority who were somewhere in the middle.

In closing, almost 90% of workers say their boss needs to improve in these areas. If you're a manager and you know you can be better, then set out to do that.

Don't let your ego get in the way. Talk to your workers about this and see what they say. They'll probably love the fact you cared enough to bring it up.

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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