

THE EXTRA POINT

BY JERRY ROBERTS



1481 Form a Partnership For Growth and Progress

More today on building a team, one worker at a time, as well as what to do when a worker sees his/her performance as being better than you see it. I'm Jerry Roberts, and that's next on The Extra Point.

Yesterday, we had a worker who felt they were doing a really good job, but when you pulled them in to interview them for their annual review, you said that while they certainly had some positives, they also had a lot of room for improvement.

This was a surprise. Instead of a glowing performance review, along with a possible raise and/or promotion, it was a major blow to their ego.

We called this a perception gap, where you see things one way and the worker sees them differently.

Some workers question a manager's grading, some dispute it, some lose enthusiasm, some question their decision to take the job in the first place, some decide to seek employment elsewhere, and some decide to step up their game and make sure you have no choice but to give them top notch scores the next time around.

In my time, I've seen all of those sentiments expressed following a review. It's one factor in why I feel annual reviews in their current form ought to be done away with.

In yesterday's program, we also went over the idea that one of the top skills for any supervisor is the ability to manage performance and help workers grow.

A good companion skill is building teams in twos. If you missed it, that refers to a team made up of one worker and the manager. If you supervise a team and you have 10 workers, then you need to build 10 of these mini-teams.

The last team you build is one where

everybody is a member. The question you may ask is, "Why these mini-teams?"

Because it gives you a chance to introduce one-to-one meetings, which may also be a way to introduce coaching. In just a few minutes a week or maybe every other week, you and the worker share some face time, and you can address issues and opportunities for them in a personal way.

You can gauge their progress and help them to get over hurdles in their development. You could both set the bar at the level you agree would bring a top score on their next review, and when they hit the mark there won't be any surprises or disappointments. The goal was reached, and the high marks were earned.

In essence, you form a partnership for growth and progress. Every year, multiple surveys are released that highlight the fact that the approach I've just outlined is at the top of the list for Gen Z workers as well as a large percentage of Millennials.

In other words, for almost all of the managers I'm reaching right now, this would represent the majority of your workers.

Further, this entire conversation, yesterday included, is all about retention. The name of the game for employers in Guam to remain viable — right now, today, and for as far out as I can see — is to develop the talent you have, keep developing them, and do whatever you have to do to retain the best of them.

Retention is not the fundamental responsibility of your HR department. The most they have is a secondary relationship with workers. The primary relationship is with the worker's direct supervisor.

Those are the folks who need to have their "people" skillsets developed. This is the area most people refer to as "soft skills." I laugh when I hear that, because dealing with workers is the hardest part for any business. (Con't.)

Companies know how to sell products and services, and how to deal with servicing customers. That's the easy stuff.

All the headaches come from the areas where those so-called soft skills are supposed to help.

Build personal teams, use one-to-one meetings as a launching pad to progress. It's also a vital component for retention.

Give people a reason to be glad they chose to work for you, every day they decide to show up.

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

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