

THE EXTRA POINT

BY JERRY ROBERTS



1562 Helping Managers to Manage Better

The Gallup Organization has released the results of a recent survey they took, polling almost 13,000 managers and other employees, dealing with management style and overall effectiveness. The study exposed some key areas that everybody in management should be aware of. I'm Jerry Roberts, and we're going to dig into this today. It's coming next, on The Extra Point.

The Gallup Organization survey about issues surrounding management uncovered some interesting issues.

One is that the majority of managers receive little feedback on how effectively they manage their team. I want you to hold that thought for a moment as I give you a second point.

Less than half of U.S. employees (42%) say they have the opportunity to formally provide feedback to their manager, and fewer than one in four (24%) ever get the chance to give feedback *about* their manager and his/her performance.

To take it a step further, managers don't get much help from their peers, their fellow managers. About one in three indicated they receive feedback from their peers as part of a formal feedback process.

I'm sure you can see a potential problem with this lack of feedback coming to the manager. If you don't know how you're doing in the eyes of the people you serve and also work with, it's going to be tough to figure out what you need to do to get better.

At one time, using what is known as a 360-degree evaluation was popular. The 360 had the manager evaluated by his/her boss, peers (other managers), and direct reports (the workers they led).

It was a bit work-intensive, involving multiple people, but it brought results that were simply not possible by using any other testing device. For the manager, it could give a large amount

of useful information that could pinpoint specific areas the manager needed to work on. Perhaps the time needed to perform 360s is an issue, or rather, the time it takes to do them right — but I don't think they're in use today as much as before. That's a shame, because managers need more and better information now, not less.

Many managers admit they have room to grow. Four in 10 acknowledge they are not very good when it comes to engaging their team or managing performance.

Here's what's particularly interesting. The areas of needed improvement are generally agreed upon by both the managers and those they manage. Giving meaningful feedback, finding ways to motivate workers, removing barriers to performance, focusing on strengths, and in general, how do we get better?

Why is all of this relevant? Because all of this has a strong connection to the issue of employee engagement. That is the biggest factor in the ability to keep your better talent on the payroll. That, in turn, impacts every aspect of an organization.

There's no one training course that wraps all of these needs into a neat package. It has to be a combination of training and measuring a manager's performance.

You've heard this for many years, I'm sure: "What gets measured, gets results." When we highlight what we want a worker to focus on, he/she generally does that.

Therefore, if Ray is my manager and he knows that I need help in a specific area, it's his responsibility to call me into a meeting to talk about ways to improve. Further, it's on him to follow up with me to learn what progress I'm making.

Guam Training is offering our best course for this purpose on Tuesday, June 12. (Con't.)

It's RPM: Recognition, Praise and Motivation. It's all about revving up and revitalizing the relationships between a manager and their team members.

You can find information about this and other public workshops being offered in June, by going to guamtraining.com.

Managing workers is a tough job. So is the task of managing managers. This is a big conversation that every organization in Guam needs to have.

I can say this without any reservation at all: There is not one single organization of two or more people that doesn't have this problem. That's private sector, GovGuam, federal government, military, and non-profits. If you employ anybody who supervises anybody, this ought to be on your radar screen.

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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For information on training and consulting services with Jerry Roberts, please click this link: guamtraining.com

