

Strategies Managers Use to Help Employees

Employees who have gaps in their knowledge and skills aren't able to do the job. As a leader, you want your employees to provide value and impact and feel like they are a valuable asset to the team. Here are some key ways leaders can help their employees succeed.

Identify the skills that need development. Once the skills have been identified, you'll want to get the employee's buy-in and commitment to improve. An obvious place for this to happen is during the employee's quarterly or annual performance review. This is also an opportunity to set specific goals. Also, this sets the stage for monitoring and documenting their improvement (at their next review or supervision meeting).

Provide mentoring. You want your employee to have mentorship from the manager or leaders inside the organization. These mentors can provide specific information and guidance to help employees do their jobs better and improve their overall performance and productivity.

Find training opportunities. Training is important to employee development because it helps them improve skills and gain deeper knowledge in the areas that might be lacking. When selecting a training program, consider the areas that need the most development and choose those that will best help achieve the desired end result.

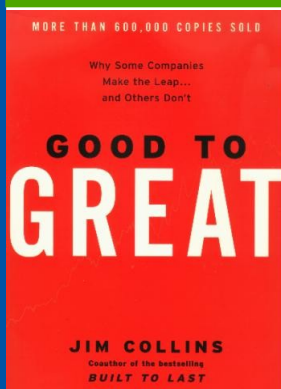
Create on-the-job development. Sit down with your manager and discuss what can be done to help the employees who report to you learn and grow. Find projects, activities, group involvement, and responsibilities that can be added to their current positions to help with growth and development.

Provide honest feedback. A high degree of feedback will directly improve the effectiveness of an employee. The constant feedback will help make incremental changes in behavior and skill level.

Provide clear expectations and steps for success. An employee needs to know the expectations of their manager and what is important for them to be working on in order to improve their overall skill level and abilities.

Celebrate their successes. This will not only encourage further development, it will help to inspire others in the work group to develop their skills.

Source: Garfinkle, J. (2010, March 31). Strategies managers use to help employees (edited version). *Fulfillment@Work*



CARE's WorkLife Solutions - Recommended Reading

Author Jim Collins explores what it takes for a company to go from good to excellent. He profiles "great" companies such as Kroger, Gillette, Kimberly-Clark, Walgreens, Pitney Bowes and Phillip Morris explaining how these companies were "built to last" and how they have sustained greatness. Collins backs up his information with hard evidence and data and discovers principals that will be around forever. If you are leader and are looking for a great book to read, we definitely recommend *Good to Great*.

**We Can Help - Family Problems - Child Care - Personal/Job Stress - Alcohol/Drug Abuse - Marital Tension
Elder Care - Emotional Problems - Legal and Financial Referral - And Much More!**

CARE's WorkLife Solutions - Services are FREE and confidential to employees, their spouses and dependents. Call Toll Free 866.888.1555 or www.caresworklivesolutions.com

Developing Self-Motivated Employees

When it comes to motivating others, asking the right question may have greater impact than simply giving a pep talk. That may sound counterintuitive, especially if you feel it's your job to pump up your staff. Asking questions requires people to participate in their outcome rather than rely on you for inspiration. If you assume total responsibility for their motivation, it releases them from accountability. It's hard to be proud of something in which you have no personal stake.

There are two types of motivation: internal and external. Those who rely on external motivators such as bonuses become increasingly dependent and demanding, breeding a sense of entitlement. Those who rely on internal motivation, the heart and soul of what drives them, develop into self-motivated, accountable employees. Tapping internal motivators requires getting to know your employees as individuals, asking open-ended questions, and supporting their responses.

Below are examples of questions that are designed to stimulate thought and conversation. Allow ample time for responses and follow-up discussion. There's a chance the person will not be able to answer immediately. In that case, offer more time and set a later appointment to discuss it.

- **What motivates you?** It's a simple question that many managers never ask. The answers may surprise you, especially if you assumed motivation must be external from an external source. If the answer is money, ask what else? Or, what does money provide for you? Security? Prestige? Freedom?
- **What do you consider your top three strengths and weaknesses?** Matching people with positions in which they are able to capitalize on their strengths will build confidence. It's nearly impossible to generate excitement about a position that only exposes your weaknesses.
- **Tell me about a time when you felt energized, hopeful, and excited. What was going on and who was involved?** Monitor the person's energy level. Do her eyes light up while recounting a moment? Does he sit up taller while sharing a highlight? What would it take to create that same excitement at work? Brainstorm together for ways to create a connection to what the person described as a personal highlight. It could be related to work environment, projects, relationships, gaining knowledge, or using certain skills.
- **What hobby or activity can you do for hours, even losing track of time, but still feel energized?** The goal here is to uncover what puts the employee in a state of "flow" or the deepest, creative energy. Finding ways to incorporate similar activities into the person's job creates a deeply satisfying experience that money could never buy.

Source: Fee, S. (2005, November). Manager's tip sheet: Developing self-motivated employees. *Communication Tipsheet*, (edited version) November 2005 ed. Retrieved August 20, 2008, from <http://www.susanfee.com>

Do you have drama in your workplace?

If so, this is the seminar for you.

Kirsten Ross, President of Focus Forward Coaching and well-known author, will cover topics including how to inspire the team towards a purpose with focus so there is no time for drama and holding the team accountable with realistic expectations. Come learn how to focus employees on positive goals and eliminate the negative energy that can be destructive to the team and the entire organization.

Date: Thursday, October 21, 2010

Time: 8:00 a.m.—9:30 a.m.

Location: CARE's WorkLife Solutions
Lower Level Conference Room
31900 Utica Road
Fraser, MI 48026

Cost: FREE. Continental breakfast provided
Space is limited so please register in advance
by calling 866-888-1555 extension 218



**We Can Help - Family Problems - Child Care - Personal/Job Stress - Alcohol/Drug Abuse - Marital Tension
Elder Care - Emotional Problems - Legal and Financial Referral - And Much More!**

CARE's WorkLife Solutions - Services are FREE and confidential to employees, their spouses and dependents. Call Toll Free 866.888.1555 or www.caresworklifesolutions.com