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How Do You Rate?

How do you impact productivity?



by John Tschohl

MORE PEOPLE WOULD BE happier if their boss recognized their good work than if they got a raise, according to Michelle McQuaid. She finds that 31 percent say they don't feel their bosses appreciate them, and only 38 percent say their bosses are doing a good job.

Bosses can affect employees' health by wearing down their immune systems and "leaving us at risk of more colds, diseases, strokes, and even heart attacks" and can make employees so anxious and stressed that they don't perform well at work. "We also take our bad mood home," she writes.

How would your employees rate you as a boss? Take a good, hard look at how you manage and treat people.

- *Do you coach and nurture your people?* This is vital to develop employees who will be high performers and make you look good. Think of yourself as the coach of your favorite NFL football team. You wouldn't expect your players to take the field every week without your guidance and going on to win the Super Bowl, so why would you expect your employees to come to work every day and perform at their highest levels? Tell them what you need them to do, give them the tools to do it, and watch them rise to the occasion.

- *Do you treat your employees with respect?* We've all seen—and many of us have worked for—bosses who rant and rave and expect their tirades to motivate people to perform at higher levels. If anything, the result is the opposite. Don't kid yourself; your employees can sabotage your career by making you look bad. On the other hand, if you treat people with respect, they'll respect you and work to earn your approval.

- *Do you praise your employees?* Nothing will motivate your employees to do well more than praise. It's no secret that *we all crave recognition*. When you praise people, you let them know

you appreciate them; and, when they feel appreciated, they'll do what it takes to meet—and exceed—expectations. Praise drives performance.

- *Do you give your employees regular feedback?* We all need benchmarks, some way of tracking how we're doing. Employees want feedback that lets them know how they are performing and helps them to build on their strengths and improve their weaknesses. Annual performance reviews are usually conducted only as an assessment on which to base a pay increase, but they do nothing to help employees improve performance.

Become a better boss. You will be surprised at the results: increased productivity, decreased turnover, and a more pleasant workplace for everyone. **SSE**

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ACTION: *Improve your people management.*