



Harry Franzheim—an HR/OD Practitioner for over 30 years—has published this newsletter to bring you careful insight into reducing costs and unlocking employee potential.

AT ISSUE

Are you respected or scorned behind your back? The truth may surprise many managers. To develop respect from your team you must demonstrate those “great traits” that foster an environment of engaged and respectful workers.

How Does Your Team Really Feel About You?



HR Fact:

Engaged = Willing to give you discretionary effort.

Engaged employees come up with most of the innovative ideas, create most of a company's new customers, and have the most entrepreneurial energy.

A recent **Gallup Study** with 25,000 responses to a Q12 employee survey found:

- 30% of employees are engaged at work
- 50% answered they were not engaged
- 20% said that they were actively disengaged

Employees judge the effectiveness or ineffectiveness of their leader by what the leader does, not by what the leader says. Leaders' actions or behavior speak louder than their words and will lead the team to either respect or ridicule them. The following are the “great traits” that managers need to foster respect and the “bad traits” that managers need to stay away from to avoid dysfunctional teams.

"GT" You tend to be open and warm toward people

Even if it is not what you want to hear, the information (truth) flow from your employees is reliable, consistent, and accurate. With good data you can solve problems. When problems get solved (permanently), progress is obvious and employees love progress.

"BT" You tend to be closed and cold toward people

Fear will flourish and employees will not be honest with you and they will tell you what

you want to hear, not the truth. Fear causes anxiety, which increases defects, accidents, turnover, and absenteeism.

"GT" You tolerate errors

You cannot have it both ways — delegation but intolerance for mistakes. When you encourage people to try new things and to take on new assignments, there is a certain level of risk that you must embrace.

"BT" You have zero tolerance for errors

Good managers manage; bad managers micromanage. Zero tolerance for errors indicates that you must know or do everything that your reports know or do. There will be a lack of accountability and motivation, and a sense of doom among employees. Death by suffocation or boredom will ensue. Employees will quit but stay.

"GT" You are stressed but also focused and in balance

Sure you are stressed, but it's a good stress

because you are also very focused. The reason for your focus is that you have achieved a sense of balance in your life. You know what is important to you, you have established your priorities, and you are actively managing your life. As a result, you are calmer when everyone else is losing it.

"BT" Stress controls you; you don't control stress

Bad managers are controlled by the stress; they act and feel like a victim. This leads the employees to also feel powerless, afraid, and on high alert. Fear will flourish in an environment where managers/supervisors are “losing it.”

"GT" You have impeccable professional interactions with all levels in the organization

You are not here to make friends but you are friendly. Because you consistently apply the rules and the policies to all employees, you are highly respected. You also play by

the rules and have a high degree of personal discipline, ethics, and integrity.

"BT" There is real and perceived distance between you and your employees

The worst managers sit in solitary offices usually with their door closed. Or they walk so fast as if on a mission not to be interrupted. Being "too busy" sends the message that you are more important than the people. This will build resentment and anger.

"GT" You know "those people"

You know "those people" because they are "your people." You back them up, you understand their challenges, and you respect their situations. You listen to them and don't judge them. You don't solve their problems for them, you simply listen.

"BT" You don't know "those people"

Not knowing the hopes, fears, passions of your reports means that you cannot possibly be seen as a credible career coach, mentor, or developer of people.

"GT" You manage up more than you manage down

You speak truth to power because you are not afraid. You know how to interact with upper management because you have earned their trust. As a consequence, you carry forward data, problems, and opportunities from the rank and file and you bring possible solutions that can be authorized by your boss (not left in a heap on their desk).

"BT" You manage down more than you manage up

Simply passing information down the organization requires little to no finesse and it creates a path of only one-way communication. This may result in a climate where people wait to be told what to do rather than offering ideas, suggestions, and taking proactive steps to make things better.

"GT" You deliver tough messages

But you do so in a caring way because you care. You realize that reinforcing feedback is effective only when it comes with corrective feedback. Employees come

to expect you to be honest with them even if you're delivering a tough message.

"BT" You don't deliver tough messages

If you prefer to be liked more than respected you will not deliver tough messages to people that need to hear them. Because you don't have a respected relationship with your employees, when you are forced to give bad news it comes across as hostility.

"GT" You are the model of personal responsibility and accountability

If you are able to respond to a situation, you do so even when you cannot account for the situation! In other words, if you see a mess you clean it up even if you did not create it. You work hard to optimize the whole organization and you accept your part of the success and the shortcomings.

"BT" You occasionally throw others under the bus

When managers are blaming other managers or other departments, it signals to the employees that there is not a unified leadership team and that every "man" is out for himself. Under these conditions, employees will not take responsibility for their actions because of the role model you are providing.

"GT" You are a "Professional Leader" with a leadership theory

You know the needs of the customers. You know the consistent requirements of the suppliers. And you know the history and the future state of both. Employees will come to you to gain perspective and to seek advice. You will be seen as a trustworthy adviser for all levels of the organization.

"BT" You operate without an articulated theory of management

What is your theory of management? If it is "lead by example" then that's probably the problem. Your lack of interest in learning may be precisely the reason that your employees feel trapped and like a cog in the system. You don't have to have a BS degree to understand "why" things are happen-

ing around you. Failure to understand and explain the "why" leaves you with only the "what." Employees are more likely to execute their work when they know the reason why.

"GT" You have "childlike" curiosity

You ask "why" more than "what" or "who." You do this because you truly want to understand the situation, the person, the event. It's not important that you agree or disagree, but it is critically important to understand. This creates a climate where learning, growth, empathy, and high personal performance can exist.

"BT" You know it all

Even if you know a lot, you don't know it all. And, if you expect your employees to learn, then you should demonstrate how to do that. Being the know-it-all causes resentment, lack of trust, closed minds, and a lack of innovative thinking.

"GT" You see the organization as an upside-down pyramid with Employees on top

Following up means taking action and telling people what action you took. It also means "getting back" to those same people if no action can or will take place. When leaders take notes about employee ideas, issues, or situations, they feel valued because they are being listened to.

"BT" You see the organization as a pyramid with Management on top

This is maddening to employees and it breeds resentment and apathy. If you're lucky enough to find out the truth about what your employees need in order to be successful and then fail to follow up with them, you will break their trust; and trust does not come easily.

Leaders should not be judged on what they can get done, but rather on what they can get done through the work of others. **ne**



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