

Management Orientation Guidelines

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Disclaimer: This is not Management 101,
however, if you never attended a management
course, this introduction should be quite helpful.

Enjoy!

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General Supervisory Principles

- ◆ Maintain and enhance the employee's self-esteem
- ◆ Focus on behavior, not personality
- ◆ Use reinforcement techniques to shape behaviour
- ◆ Use active listening to show understanding
- ◆ Set solid goals and maintain communication

How to Orientate a Newcomer

- ◆ Put the person at ease
- ◆ Clearly state tasks and duties
- ◆ Provide enough opportunity for questions and listen actively
- ◆ Explain the aim of his tasks and duties in terms of organizational goals
- ◆ State the possibility for promotion
- ◆ Supply important information regarding internal rules
- ◆ Introduce newcomer to new work environment
- ◆ Introduce newcomer to superiors and colleagues
- ◆ Express your confidence that he/she will be happy and successful
- ◆ Keep contact to be helpful with further problems

How to give an assignment

- ◆ Plan the assignment
 - Purpose
 - Who
 - What
 - Where
 - When
 - How
 - Standards
- ◆ Select the appropriate medium
- ◆ State the assignment clearly
- ◆ Ensure that the assignment is understood
- ◆ Provide opportunity for questions
- ◆ Stress that you will always be helpful with advice and information
- ◆ Agree on follow-up procedure, date and time
- ◆ Express your confidence in the successful execution of the assignment

How to give recognition

- ◆ Describe the behaviour areas where the performance was above average and explain why it warrants special recognition
- ◆ Ask what can be done to help the employee to maintain the same level of performance
- ◆ Indicate the exact actions that you will take
- ◆ Express your appreciation and indicate that the organization is aware of the above average performance

How to handle a dissatisfied employee

- ◆ Talk privately in a supportive manner with the employee
- ◆ Show understanding by listening actively
- ◆ Determine the cause of the problem
- ◆ Act impartially but fair with a view to organizational objectives
- ◆ Ask for possible solutions and together decide on the best alternative
- ◆ Come to an agreement on the steps that can be taken to implement the solution
- ◆ Determine a date for feedback to ensure that the dissatisfaction has been removed
- ◆ Indicate that you value the employee and that you want to see the employee succeed

Resolving conflict between employees

- ◆ Speak to the persons concerned in private
- ◆ Describe to the parties in conflict what you have observed and why it is of concern
- ◆ Ask each of the employees to describe, without interruption by the other, the issues that divide them
- ◆ Be impartial but fair
- ◆ Listen actively to each employee's statement of the problem
- ◆ Let each employee repeat the other employee's point of view, and let the other employee acknowledge the accuracy of the statement
- ◆ Point out areas of similarity, such as interests and goals and how each employee depends on the other
- ◆ Ask each employee to make suggestions as to what can be done to resolve the situation
- ◆ Come to an agreement on the steps each will take
- ◆ Summarize each party's action plan and set a follow-up date

How to handle incorrect behavior/action/conduct

- ◆ Speak to the person in private
- ◆ Point out the incorrect behaviour
- ◆ Ask for and actively listen to the employee's reason for the incorrect behavior and discuss it
- ◆ Emphasize the disadvantages of incorrect behavior
- ◆ Point out the correct behavior
- ◆ Encourage the person to behave correctly in future
- ◆ Set a follow-up date and express approval for correct behavior
- ◆ If incorrect behavior persists, take disciplinary action

How to reduce resistance to change

- ◆ Clearly explain why a change is essential
- ◆ Explain the details of the change and discuss how the change might affect the employees
- ◆ Ask for and listen to the employees' feelings, questions and concerns about the change
- ◆ Ask for the employee's ideas on how the change can best be accomplished
- ◆ Make it clear that only with the employee's help and support will the change work and the objectives be accomplished
- ◆ Follow-up on the change, and praise the employees for their cooperation in accomplishing the change

How to handle an under-achiever

- ◆ Speak to the under-achiever in private
- ◆ Concentrate on the under-achievement and not on the person
- ◆ Ask for the subordinate's contribution in the solution of the problem and discuss both his and your ideas
- ◆ Come to an agreement on the steps that each of you will take and write it down
- ◆ Express confidence in the under-achiever's ability to correct the problem
- ◆ Together determine a follow-on date and assure the person of your interest in her/his future
- ◆ Praise the employee at the first sign of an improvement in performance

Notes

- ◆ Please consider the points in this document as a guideline.
- ◆ Some procedures might need to be adapted to your country's labour laws.
- ◆ Union activities might dictate different steps, but in the absence of any other guidelines, I trust this is a great step forward.
- ◆ Please share your thoughts with me: hendrik@moti-web.com