

The Finish Line

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How Can You Effectively Criticize A Coworker?

One way is to create the perception of a common goal. This is where choosing the right words helps. It's using a cooperative vocabulary. Instead of saying, *"Unless you get moving fast on those statistics, I'm not going to be able to get this report done on time,"* try emphasizing the common goal: *"We could get our report done quickly if you firm up the statistical data while I enter the text."* Use words like *we* and *our*.



The second way is to show how a peer's performance affects both of you. So instead of saying, *"Get to the meeting on time,"* try something like, *"Look, when you're late, it makes you look bad, it makes me look bad, and we don't get the next project. If we're both on time, we do."* Now you've made a permissible criticism. You're saying, it is my business, because it affects my job.

A third tactic is to agree with the coworker, but point out that somebody else higher up would disagree. You say something like, *"You know, I used to do it this way because it's easier. But when Jack finds out about this, he's going to make you do it over."* Now you've aligned yourself with the person.

— Author unknown

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Recognize and Address Hiring Mistakes

The objective of a selection process is to increase your odds of selecting the best candidate. No matter how good a selection system may be, occasionally it will result in the selection of an applicant that is not the right fit for the job.

The final decision is always made by humans that may divert from the selection process in favor of intuition, appearance, familiarity, school, past employer association, or the pressure of time. So, poor fits are bound to happen despite a well developed selection process.

If you hire someone that ends up being a poor fit for the job, do not make the second big mistake; holding on to the future poor performer for far too long.

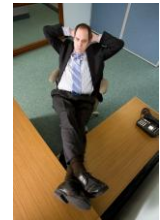
Suppose an applicant is hired because he or she makes a good impression, reminds you of someone else, or happens to interview at just the right time. Shortly after the orientation process, the new employee begins to show signs of not being the right fit. It could be something as basic as frequent absenteeism or as critical as not having the talent or level of experience expressed during the interview.

Your big mistake occurs when you attempt to convert the poor fit into the "good employee."

The result is often low morale of other workers who recognize the new employee's inability to perform at the expected level, and they resent the "special" treatment.

To identify and remove a poor fit:

- Closely monitor the new employee's performance
- Conduct a comprehensive performance assessment 30 days after hire
- Classify performance shortcomings into two categories: can do and will do.



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ONE MINUTE IDEAS

Journey –

This word is a reminder to enjoy the whole of your life more. There is a tendency to fixate on all the things/situations we feel the need to attain to make us happy, or bring us peace. When we focus on these things as the ultimate destination, we lose sight of the wonderful journey we are on. Every day of your life is an adventure, filled with opportunities to make choices, take chances, and create changes.

Today, take a look at your travel plan. Have you fixed your itinerary for joy around future plans, or do you allow yourself to enjoy the scenery off the beaten path at any given moment? Today, be thankful for all that you already have within you. All the tools you need have been provided. It is now up to you to use them wisely and enjoy your travels here on Earth. We are only here for a short while, and one never knows when it will be time to clear the departure gate. Do your best to enjoy your journey today, so that you leave no room for regrets tomorrow.

*Success is getting what you want.
Happiness is wanting what you get.*

– Dale Carnegie

Is your life and your business going where you want it to go? Are you as successful as you want to be? If you are not sure that you are, call me for a free consultation!



For results you can count on contact Pat Gruber & Associates at 573-268-3318 or email me at pat@patgruber.com

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“Can do” refers to the ability the employee has to do the job. If the employee does not have the ability, determine the cause. If you are providing the resources to facilitate success, but the employee lacks the ability due to misrepresentation or lack of skills or talent, then you must determine whether you should terminate the employee or try to build a better employee.

“Will do” refers to employees that have the skills or talents wanted but possess bad work habits that prevent them from being a success. In this instance, you should clearly outline the performance expectations and hold the employee to them. Should the employee fail to adhere to these expectations, then you should cut your losses and terminate the employee.

The first 90 to 120 days represent your greatest cost in developing a new employee. It is also the time when employees exhibit the strongest desire to showcase their talents, learn about the job, and stay out of trouble. If these qualities are not clearly evident in the early stages of employment, then recognize that it is best to remove the poor fit from the organization before additional harm can be done.

– Lonnie Harvey, Jr SPHR is president of The JESCLON Group Inc

Leader and Follower

As a supervisor, you are both manager and managed: leader and follower. Your primary responsibility as a leader is to make sure your group achieves its goals. Your obligation is both to your subordinates and to your superiors. How can you satisfy both? What is your obligation to the company?



It may help to view your obligation to other organizations that you belong to such as community groups, fraternal lodges, or volunteer groups. In most of these cases, you are committed to the organization goals, while many times not having a leadership role. You give of your time, efforts, and even money because you're committed to helping achieve the goals. In return, you receive a feeling of satisfaction. These organizations need you to continue their existence and you need them for gratification of your needs.

You should view your company in a similar fashion, as an organization whose goals you are committed to achieving. It needs your commitment and support and, in return, it provides a source to fulfill your needs. This is a mature outlook which takes into account the reciprocal nature of most relationships.

The achievement of organizational goals and personal goals simultaneously can become a reality.

- ✓ *Do you know what the organizational goals are?*
- ✓ *Do you know what part you play in the achievement of these goals?*

This is Key to a Supervisor's Success!

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