

# THE *Front-line Supervisor*

Presented by **DOR**

Helping you to manage your company's most valuable resource -- your employees.

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## CASE 1 Effective Communication

➤ **Q** How can supervisors communicate more effectively to help improve job performance issues?

**A.** One key way to help employees improve job performance is by tailoring your communication to match their motivational triggers. Employees are motivated by either intrinsic values like goal achievement, doing a job well or garnering recognition or by extrinsic values based on conditions reflected by such statements as "If I don't do my job well, I may not get a raise" or "If I don't perform well, others will complain." A combination of these factors often motivates employees, but a predominant style can usually be identified. Take time to learn what motivates your employees and you'll improve your communication in ways that will increase their productivity. When communicating with employees, be sure to describe what changes you expect so that employees know what you want. Some employees need visual communication – a written note from you or a diagram, for example. Others need more discussion and verbal processing to grasp the results you want from them. And the simplest rule of all: Ask your employees what works best for them in communication. They'll tell you.

## CASE 2 Detach Emotionally

➤ **Q.** I dislike correcting an employee's performance and dealing with matters of discipline. I know this is a normal part of a supervisor's job description, so how do I learn to be less emotionally affected by this part of my job? Can the EAP help me?

**A.** Let's face it, these types of interviews are not pleasant, and no managers enjoy them. If you feel that your performance is substandard because of the inability to manage these interviews successfully, consultative help from the EAP is a smart move. A DOR counselor will provide tips and tactics to help them go smoother. Practice and learn a basic "model" or structure to a disciplinary (corrective) interview. The DOR counselor can play the role of employee. One approach is to state the work standard, describe the unacceptable performance, list the facts, state the acceptable behavior and expectations, listen to the employee, answer the employee's pertinent questions, and be sure the employee knows and understands what's needed now. Then wrap it up with an optimistic attitude. Caution: Don't drag out these meetings in an effort to make them end on a happy note simply to smooth over hard feelings. This can undermine the employee's urgency to change.



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