

THE *Front-line Supervisor*

Presented by **DOR**

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

December 2008

CASE 1 Great Expectations

➤ **Q. I'm a concerned manager and want my employees to come to work very day enjoying what they do, and feel like I am measuring up to their expectations as a great supervisor. How do the most successful managers accomplish this?**

A. Employees are resources to companies, and because they are paid for what they do, a partnership or contract exists to provide them with benefits in exchange for work. Frequently, managers and business organizations get too stuck within this model, trying to help employees feel motivated by looking for benefits, rewards and tangibles to keep them happy and loyal to the organization. But this is only half the picture. The other half is an effective relationship employees have with the organization. It is also part of the contract, although much of it or perhaps none is in writing. You're the closest representative of that relationship. Meeting employees' needs in this part of the loyalty equation requires things that are harder to produce for some managers. They include getting closer to the employee by offering coaching assistance for career goals, helping employees connect with mentors, giving them lots of feedback, keeping the communication channels open and demonstrating that you are empathetic to their needs.

CASE 2 Keeping Morale High

➤ **Q. Has the importance of maintaining high employee morale changed in the current business environment versus the past? And what are the implications regarding my role in keeping morale high?**

A. High morale has always been important, but it's "why" high morale is important that has changed. Understanding this change can help you keep morale high and ensure that you do not "demotivate" employees. Modern society has moved to an information and service economy. More than ever before, the assets of the majority of employers in this modern age are the ideas, innovation, creativity, experience, complex skills and intelligence of workers. Decay of these assets from low morale will cause any modern organization to lose ground to the competition. In the past, when the economy was fueled by industry, production and distribution systems, high morale helped retain hardworking employees, but there has been a shift in the profile of the typical worker. Rather than forcing established methods and production schedules on employees, employers now rely on their resourcefulness, creativity, and innovative thinking. Maintaining a well-nurtured workforce that sticks around, produces ideas, innovates and grows its skills is vital to your economic survival, now more than ever.



1-800-367-3271 * (612) 332-4805
www.doreap.com

Information contained in *The Frontline Supervisor* is for general information purposes only and is not intended to provide specific guidance for any particular supervisor concern. For specific guidance on handling individual employee problems, consult with **DOR**.

© Copyright 2008 by *The Frontline Supervisor*.