



Effective Management and Employee Engagement

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Roadblocks To Difficult Conversations

- Nice people prefer giving praise to criticizing and don't want to hurt others' feelings.
- Humans dislike confrontation.
- We are concerned it may make a difficult situation worse.
- We assume the person knows they are failing and we are unhappy with the state of affairs.
- We don't want to be known as the organization's ogre.
- We often lack confidence in our own judgment, especially if we are unsure our superiors will view the situation similarly and support the decision.



Roadblocks To Positive Conversations

- It is obvious our staff know we appreciate them.
- I have 30 hours of work to do in the 10 hours I will be here today.
- We're not here to be a cheerleader; we have a job to do.
- Cheesiness is the enemy of productivity.
- This is a business, not a place where we hold hands and tell people we love them all day long.

We Are NOT Our Employee's . . .

- Parent
- Brother or sister
- Best friend or buddy
- Therapist, marriage counselor, or health care provider
- Spiritual advisor
- Banker or attorney



We Are Our Employee's . . .



- Boss
- Coach
- Teacher
(within limits)
- Mentor
- Best Hope For
Retention And
Advancement



What Do You Think?

- What Qualities Are Important for Supervisors?



Supervisors *Are* The Company

- **Pop-Quiz: Under employment laws, who is the “Employer?”**
 - The Board of Directors?
 - CEO?
 - Human Resources?
 - Manager?
 - Your boss?
 - You?

Supervisors *Are* The Company

- Supervisors, Managers, HR need to understand they are the Employer.
 - A “corporation” is made up of people who make decisions for the organization and carry out its business.
 - Their knowledge is the Company’s knowledge.
 - What they do or don’t do, even unintentionally can be attributed to the Company.
 - Unlawful intentions and actions are also attributed to the Company.
 - Plus, in employees’ eyes, they are the Company!

“Soft” Skills Are Important!

- Being a Leader vs. a Boss
 - We want Leaders not Bosses!
 - Much more difficult, but **MUCH MORE EFFECTIVE**

ATTITUDE

- Developing attitude is just as important as actions.
 - Be a role model not part of the drama
 - March to the organization drum in front of employees
- Be self-aware about the attitude or “vibe” is being sent.
 - Does demeanor change when you’re stressed?
 - What causes stress?
 - Complaining to subordinate employees?

“Soft” Skills

COMMUNICATION

- Give Directions/Instructions, Not Orders
 - “Take Five” or use “Whisper Technique” to avoid yelling
 - Set clear expectations and provide explanations when appropriate
- Different learning styles
 - Ask employees what is best for them – explanations, demonstrations, or a combination of the two
- Managers aren’t expected to *know* all the answers
 - Don’t make stuff up. Admit you don’t know, but will find out.
 - Follow-up!

“Soft” Skills

CONDUCT

- Treat employees uniformly
 - Uneven or unequal treatment for the same or similar conduct leads to perceptions of unfairness or favoritism and can create morale issues (not to mention grievances, lawsuits...)
- Respect all employees, all the time
 - Differences may be challenging, but can learn from them
 - You can build up, but never tear down an employee, especially in front of coworkers
 - Addressing problems early instead of allowing them to linger is respectful to all
- Many employment lawsuits are the result of perceived unfair treatment, not illegal treatment. Employees often do not understand the difference.

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“Soft” Skills

DOCUMENTATION

- Protects organization and individuals
 - Memories fade
 - Helps on consistent treatment
 - Calendar entries, notebook
 - Use caution with emails/texts
- Include
 - Date, time, location
 - Who present/witnesses
 - What was said or seen
 - SOBAS

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Collaboration with Other Supervisors/Managers

- Remember – We're on the Same Team!
 - Do not work against each other
 - Keep any disputes off the floor
 - Agree to disagree, if necessary
 - Always show respect toward each another
- Listen to and seek others' perspectives and ideas.
 - Take advantage of another viewpoint
 - Helps maintain consistency
- Brainstorm to develop solutions to shared problems.
 - You are not alone! Likely another supervisor has already dealt with a similar issue.

Being a Leader, Not a Friend

- Just like a good Leader is not a Boss, a good Leader cannot be a "Friend" at work either (goes for Spouses and Relatives, too!).
- Supervisor/HR knowledge of relationships is important.
 - Practical and Legal reasons for doing so
 - Even if relationship arises during course of employment

Being a Leader, Not a Friend

- The supervisor who “moved up through the ranks” and now is supervising former coworkers.
 - What challenges do they face?
 - How do you deal with?



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Being a Leader, Not a Friend

- Set the Record Straight – May need to have direct conversation with employee outside workplace about boundaries at work and responsibility to be even-handed.
- Monitor and control interactions to avoid even the *appearance* of impropriety or favoritism.
- Treat employees fairly, and consistently, period.
 - Be consistent in expectations, communications, and *disciplinary measures*.

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Being a Leader, Not a Friend

- This does *not* mean you can't be friendly. There's a difference.
- Consider:
 - Manager goes fishing over the weekend with long-time friends, Bob and Tom. They have fun, share a few beers, and tell inappropriate jokes.
 - The following week at work, Bob and Tom show photos of the trip both during break and during working time and talk about how much fun was had.
 - Manager overhears Tom share one of the inappropriate jokes he told, telling co-workers he told it over the weekend.
 - On Friday, Bob and Tom are caught drinking at lunch by a co-worker who reports it to the Manager.

Off the Clock Conduct

- When are managers 'on-the-clock?'
 - 24 hours / day
 - 7 days / week
 - Including "off site" and "off-duty."
- What they do, even on their own time, can affect the organization
 - Disparaging remarks about the organization
 - Comments about employees
 - Inappropriate comments and behavior
 - Be careful on "likes" too!



Off the Clock Conduct

- The Perils of Social Media
 - Social media is everywhere.
 - It spreads faster and broader than any other mean of communication.
 - It's subject to misinterpretation.
 - If in doubt, don't text, tweet, or post it.
 - Remember the prior point.



What Do You Think?

- *Think of someone you trust or respect – what qualities does that person possess?*



Favoritism – the Biggest Mistake

- “Playing Favorites” breeds employee disgruntlement.
- Unfair treatment leads to lawsuits!
- Don’t let personal involvement interfere with:
 - Ability to lead your team; or
 - Reputation as a leader.
- Don’t let feelings influence decisions.
 - How would you treat worst employee?
 - Do you have valid reason(s) for difference?



Favoritism – the Biggest Mistake

- Best Practices
 - Consult before making decision which benefits one employee over others
 - Document the reason(s) for decision that benefits one employee over another
 - Communicate the reason(s) with the affected employees so there’s no guessing on rationale

Being Available

- Communication is key in any relationship, including at work!
- Supervisors and managers must touch base regularly with employees
 - Provides an informal opportunity for interaction
 - Helps identify issues before they become bigger problems

Being Available

- Be accessible
 - Employees should be able to reach you
 - If you can't be available, give them someone else to turn to
 - Office work important, but time on the floor is crucial for strong leadership
- Be approachable
 - Body language and attitude important
- Be responsive
 - Remember, don't need to know all the answers
 - If can't respond immediately, tell employee
 - In both cases – **FOLLOW-UP!!!**

Being Available

- Be observant – not oblivious
 - Watch for changes in attitude, stress, etc.
 - Body language may be a cue something's wrong
 - Don't be afraid to ask, "How can I help?"



Being Available

- Regularly provide information about the business, customers, goals, etc.
 - Employees don't like to be "kept in the dark" or learn things "after the fact"
- Seek employee input.
 - Helps employees feel valuable
 - Encourages positive communications
 - You don't want all communications to be negative
 - Employees have good ideas about how things could be done more effectively or efficiently

Two Ears, One Mouth – Use Proportionately

- Hear what is being said, but also what is **really** being communicated.
- Employees will respect management if they feel they are heard.
 - Use the “echo” method
 - Repeat what you heard the employee say, and then give your answer



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Two Ears, One Mouth – Use Proportionately

- Listen more than you speak
- Effective communicators and strong leaders are the best listeners



YOU HAVE 2 EARS AND
1 MOUTH. USE THEM
PROPORTIONALLY!!

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Employee Recognition

- Never discipline, reprimand, or criticize in view of others
 - Unless an immediate safety concern
- Showing appreciation in small ways has a *big* impact
- Remember the simple “thank you”
 - Thank employees periodically for extra effort, helping out, being flexible, volunteering to do something, etc.



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Being Truthful

- Be candid
 - Don't “sugarcoat” to avoid conflict
 - Not fair to employees
 - Could create problems for you and the organization
- Be believable
 - Credibility is one of the most important traits
 - Do not “oversell” or exaggerate
- Be accurate
 - Again, do not need to know answers immediately
 - Correct inaccuracies – if you find out later you misspoke, step up and take responsibility by correcting the inaccurate information

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Trust is Built

- Trust is built over time
 - Being a supervisor does not automatically come with trust and respect, it is earned.
- How to build trust?
 - It's all the things we're discussing.
 - Being truthful, fair, available, listening, and following-through.



Aretha Spelled It Out In *The Blues Brothers* :

It's Really All About *R-E-S-P-E-C-T*



It's Really All About *R-E-S-P-E-C-T*

- Respect runs both ways.
 - Employees can sense if their supervisors respect them, and are more likely to reciprocate.



Ways to Lose Trust and Respect

- Not treating employees equally or fairly.
 - In job assignments, work hours/overtime, pay, or discipline.
 - The perception of inequity is as damaging as actual inequity.
- Failing to listen to employees concerns and act on those concerns.
- Not following-through with what you've committed to doing.

Ways to Lose Trust and Respect

- Delay in employee evaluation and wage increases.
- Hiring new employees (or family and friends) at higher pay rates than current employees.
- Hiring new employees for jobs that existing employees feel they should have the opportunity to perform.



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Ways to Lose Trust and Respect

- Allowing conflicts between supervisors and managers to “spill over” to employees.
- Failing to give positive reinforcement to employees.
- Criticizing employees in non-constructive ways.
- Disciplining or embarrassing employees in front of others.
- Not bothering to explain how to do the job, or improve performance.



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Common Workplace Conflicts

- Scenario #1 – My supervisor lets another employee, Bob, get out of working overtime, and Bob is lazy, forcing me to pick up the slack. I do at least three times the work he does. And, he gets to his work station at least 10 minutes late, and I'm 10 minutes early every day. I bet he's having someone else clock in for him so no one even knows he's late. On top of that, I just heard my supervisor gave Bob a raise! I've been here longer than he has, and my pay never changed.

Common Workplace Conflicts

- Scenario #2 – My department has been working mandatory overtime for months with no end in sight! We aren't hiring anyone to help alleviate the workload. Don't they know we're busy? They expect us to be available every weekend – and they don't even tell us we have to work overtime until the day before. Can't they plan ahead? I feel I have to take vacation time just to do routine things in my life – like go to the bank or do laundry! I'm exhausted and I can't take much more.

Common Workplace Conflicts

- Scenario #3 – The Company expects us to follow all sorts of safety rules and procedures. If I make one misstep, I could be fired. But I see supervisors breaking the rules all the time. They must not take safety seriously and, why should I follow the rules if they aren't required to?

Common Workplace Conflicts

- Scenario #4 – My supervisor expects me to do my job without the resources I need. He tells us to improve quality and be more efficient, but doesn't provide us with what we need to do our jobs. I could do a better job, but I don't bother complaining - it won't do any good.



Common Workplace Conflicts

- Scenario #5 – I’ve been doing this job for five years and I can do it better than my supervisor. There’s so much we could do to be more efficient and improve quality, but who am I? My job is mindless, and I’m bored. I am good at my job but no one notices. I wish I could do something different, or even take on more responsibility, but I don’t know what that might be. I’ve got a lot of skills, but there seems to be no way to use them here.

Employee Engagement

- Who is an “engaged employee?”
 - fully absorbed by and enthusiastic about their work
 - take positive action to further the organization’s interests and reputation
 - has a positive attitude towards the organization and its values
- An organization with "high" employee engagement will outperform those with "low" employee engagement

Employee Engagement – What It Is Not

- **Employee engagement does not mean employee happiness.**

- Happiness is not necessarily an indicator of hard work, productivity, or contribution to the organization.
- Making employees happy is different from making them engaged.

- **Employee engagement doesn't mean employee satisfaction.**

- A satisfied employee might show up for her daily 9-to-5 without complaint.
- A satisfied employee might not go the extra mile.
- A satisfied employee might leave for a 10% raise or better benefits at another organization where she also can be satisfied.

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In Closing,

- Many books cite the apocryphal story about an engaged janitor at NASA.
- When Kennedy asked what he was doing, he replied "I'm helping to put a man on the Moon."



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QUESTIONS?

THANK YOU FOR PARTICIPATING!!