



Avoiding these six managerial annoyances will likely increase the engagement and productivity of your team and put you on the path to managerial success!

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# On The Call...

A Newsletter Dedicated to Supervisors and Their Challenges

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## What Annoys Your Employees

*The adage that many employees do not leave their jobs, but instead leave their manager, still rings true.*

The work environment today is filled with many challenges, and as managers and leaders, it is critical that you not disengage your staff with the behaviors noted below. While they may be viewed as annoyances, over time, they can become big issues if left unchecked.



### MICROMANAGING

Micromanaging is near or at the top of the list of behaviors that turn off employees. While it is important that you communicate and stay in touch with employees, do not overdo it.

Elena is a director at a pharmaceutical company. She is known to send close to 100 emails each day to some of her direct reports. One could argue that not only are her many emails impeding the productivity of her staff, but this is also not a good use of her time. It would be better to either bundle some of what is covered into fewer emails or set up a phone call or meeting to cover the issues at one time. It should come as no surprise that turnover is higher

in Elena's department. Also, internally, employees are aware of her reputation as a micromanager and are hesitant to apply for positions in her department.

### BEING A CREDIT HOG

Progressive managers give credit to employees for their ideas and accomplishments. Conversely, managers who are credit hogs take the credit for themselves. This is extremely noticeable and turns off and even deflates employees. Be sure to



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acknowledge employees for their accomplishments.

Cherry is a branch manager at a bank. When one of her staff comes up with a good idea or does excellent work, she often emails her manager and cc's the employee. She has also taken some of her staff with her to meetings with higher level managers and has the employee talk about his or her idea or accomplishment, which results in good exposure for the employee and recognition from the higher-level manager. The employees appreciate this, and Cherry is well thought of as a manager throughout the bank.

## BEING VIEWED AS UNFAIR

Managers who are perceived as unfair will not do well. For example, employees will notice when a manager plays favorites. While holding employees accountable is important, ensure that you are being fair and consistent. There can also be legal implications associated with unfair treatment – namely, discrimination. The discrimination can sometimes result from disparate treatment, where the manager is addressing two similar situations, and treats one of the employees in a harsher way. That employee can allege that the difference in treatment was due to a protected trait such as his or her religion, ethnicity, or gender.

Dave is a Supervisor at an insurance company. He often has lunch with Paul, one of his direct reports. This has been noticed by other members of the team, who rarely get to have lunch with Dave. Some of these employees feel that Paul gets higher level assignments because of his friendship with Dave.



## LACK OF COMMUNICATION

The opposite of the micromanager can be the manager who rarely communicates with staff. This poses a problem, as some employees may feel they do not receive any feedback nor know where they stand with the manager. It may be that the manager is simply an introvert, and not as comfortable communicating verbally. If this is the case, then the manager can communicate more via email.

During times of change, having a manager who does not communicate can lead employees to feel that the manager is withholding bad news. That is why during times of change, communication needs to be increased.

Calvin, a team leader at a manufacturing company, practices the “management by walking around” technique to help him communicate regularly with his staff. His employees appreciate that he checks in with them using this technique.



## LACK OF CLARITY

Taking the lack of communication one step further, a lack of clarity about your expectations of employees can leave them going about their work unchecked. This can lead to frustration and resentment. Clearly communicating your expectations to each of your employees will yield more productivity, as your employees are not left to second guess what they need to do.

Ernesto, an accounting manager at a large department store, meets with each of his employees quarterly to set expectations, review goals and progress against those goals. As a result, his department's results are stellar, and Ernesto's employees feel appreciated.



## LACK OF DEVELOPMENT

Many employees will be discouraged if they feel their manager is not developing them. Managers need to cross-train their staff and look to increase their skill set. You do not want employees to grow bored with their positions. Job enrichment techniques can be used to provide development opportunities for employees.

Alexis is a supervisor with a technology company. She has her employees periodically sit with employees performing different functions so that they can expand their knowledge of the business. These employees appreciate the opportunity to learn more about different areas of the company.