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# The Mathis Group's Messenger

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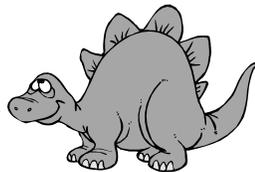
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## Making the Dinosaur Manager Extinct

Fifty years ago, you would see a management style that is much different from today. In this “dinosaur” style, managers always made all the decisions and were very controlling; with decisions made from the top down only. It was common for there to be screaming and even cursing in the office on a daily basis. Employees were told how to solve most problems, they had little or no say in the work flow, and information was communicated on a need to know basis.



Today, managers encourage employees set up meetings to solve problems, schedule their work flow, and to know the end goal of what is expected. With all of the added projects and responsibilities, along with the increased manager/employee ratio, that most managers face today, empowerment is necessary to stay on track. If a manager spends all of his or her time monitoring projects, deadlines are bound to be missed.

Listed below is an Empowerment Success List that you can follow to be sure that your employees will be successful.

- √ Give detailed directives
- √ Give details of project & completion dates
- √ Give continual feedback and information
- √ Give accurate data when it comes in
- √ Give workers alternatives and resources
- √ Give coaching for success

To be a successful manager, you must also listen to your employees. The best ideas of an organization often times

come from the employees who work the front lines--not the manager who sits in the office. Listening to the employees who have a first-hand view of what is going on will summon some of the most ingenious suggestions.

While listening, do not interrupt, discourage, or belittle any proposal that an employee brings to you. Doing so will kill innovation within your organization. According to *Tough-Minded Leadership* by Joe Batten, there are 14 ways to kill innovation.

1. Being defensive and cautious at all times.
2. Requiring documentation and proof of every thing proposed.
3. Requiring total compliance and conformance from your team.
4. Reacting to symptoms rather than seek causes.
5. Being preoccupied with weaknesses.
6. Basing compensation on seniority, activity, education, color, race, and personal flattery.
7. Looking out for number one-yourself-at all times.
8. Letting people know what you're against.

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*Expect people to be better than they are; it helps them to become better. But don't be disappointed when they are not; it helps them to keep trying.*

*Merry Browne*

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9. Engaging in negative listening. Hearing them out and then say what you were going to say anyway.
10. Withholding praise at all times.
11. Making sure your people know you are a “knower” rather than with their own self-generated goals.
12. Encouraging your people to compete with each other rather than with their own self-generated goals.
13. Requiring rigid compliance with all forms of organizational protocol.
14. Going by the book.

Doing any of these will decrease your workers willingness to volunteer new and original ideas. If they know that their manager will reject or dismiss any suggestion they have, they will eventually stop coming forward. They will not see it to be worth their time or energy to think of something unique. Demonstrating respect and encouragement will build trust in the eyes of the employees.

Trust in an organization is vital if you are to work cohesively. To earn the trust of your employees you should listen to them and be open to their ideas. Demonstrate fairness to all. Don't blame anyone and pass credit and praise around. Make goals clear and consistent with corporate vision. Don't be gutless in making decisions. Develop a plan and stick with it.



Motivation is another way to encourage your employees to give their job the best that they have. There are two types of motivation--intrinsic and extrinsic. Intrinsic motivation creates a desire to perform within a person. It uses work and responsibility to excite employees. Giving them the opportunity to make choices will give them pride and ownership in their jobs. Extrinsic

motivation comes from outside of a person which creates a desire to perform. It uses rewards and recognition to stimulate employees to do their best. Salary, insurance and benefits, or recognition by rewards, newsletter or praise are types of external motivation.

Using rewards will stimulate a reaction from your employees. Although rewards focus workers in a positive direction, they must be timed as close to the behavior as possible in order to gain maximum impact.

Employees are the greatest asset of an organization. Empowering them will give them a greater respect for you and their jobs. When employees feel useful, they will work harder and do a better job. Knowing how to motivate your employees will boost morale. Gain your employees' trust and work hard to not let them down.



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