**SILENCING COMMON GRIPES**

“My supervisor doesn’t respect me.”

* + Get to know employees as people.
  + Treat like adults and respect their privacy.
  + Recognize that employees have lives outside work and try to accommodate

“Nobody appreciates my hard work.”

* + Provide regular feedback and recognition.
  + Mix an equal number of thank you’s and good job with critique
  + Ask employees for ideas and use them
  + Acknowledge immediately when performing well – don’t wait until review

“There are different rules for different people.”

* + Focus on being fair and consistent with workload and appreciation
  + Be aware of legal risks when making work decisions based on race, age, gender

“My performance reviews are useless.”

* + Provide continuous feedback. Nothing should be a surprise.
  + Involve employees in setting goals
  + Adapt a development mindset
  + Don’t focus on character traits

“My boss micromanages my work.”

* + Delegate when possible.
  + Allow employees to have more say in how they do their work.

“We have too many meetings.”

* + Institute a time limit on meetings,
  + Use a meeting facilitator.

“I hate coming to work.”

* + Ask employees specifically what would improve the outlook.
  + Consider how you can enrich jobs to motivate.

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