

## 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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