**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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