Keys to Effective Employee Relationship Management

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Pitfalls to Successful Management

• “I’m too “Busy” to manage my employees.”
• “I don’t have time to monitor what my employees do.”
Pitfalls to Successful Management

• “I do more work than my employees.”
• “My employees aren’t skilled enough to do the work.”
Pitfalls to Successful Management

- “My employees should know what to do.”
- “I’m not here to babysit my employees.”
Ambivalence – Threat or Respected?

- Managers can be threats and/or instill respect dependent on their management approach
  - Authority – Asking v. Telling
  - Perception – Security v. Insecurity
  - Evaluation – Performance v. Personality

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A Manager’s Responsibilities

• Not the same as the employees they lead
• Setting Vision & Strategy
• Role Enrichment & Enlargement
• Building Engagement
• Delivering Results
5 C’s of a Successful Manager

- Coaching
- Creativity
- Consistency
- Competency
- Compassion

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Managers Can Be Nice People Too!

- Collaborative Management
  - Developing Engagement Strategies
  - Managing with Sensitivity & Inclusion
  - Acknowledging Achievements
  - Leading by Example
  - Empowering decision making
  - Demanding excellence

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The Importance of Good Communication

- Strong Managers communicate effectively
- What is “Good Communication”?
- Communication that is Efficient
- Correct Message and Correct Results
Senders and Receivers on Different Frequencies

- Terms of communication
- Responsibility for understanding
- Context is critical
- Written “tone” counts!
Promote a Positive Culture

Fair and Consistent management and management approach

Opportunities for career development

Feedback and effective two-way communication mechanisms

Employee empowerment for decision-making

Safe and comfortable work environment

Effective and fair performance management systems

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Understanding Motivations

**Job Satisfaction**
The way an employee feels about their employment relationship with their company.

**Employee Engagement**
The connection and commitment an employee exhibits toward a company; *(Often leading to higher levels of productive work behaviors.)*

**Employee Commitment**
The sense of loyalty an employee has for the company; *(Often improving quality of work and length of employment.)*

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Protect Motivation

• Managers Stay Positive!
  • Keep Focused
  • Align Goals
  • Provide Feedback
  • Acknowledge Accomplishments
Secret to Successful Discipline

When a performance issue arises……

1. Take immediate action.

2. Reinforce that the responsibility for success is the employee’s and they are accountable.
The “Talker”

Behaviors:
This employee is a likeable enough person but a talker. The Talker’s incessant chitchat, the inexhaustible flow of conversation, annoys other employees and frequently prevents them from turning out more work. The Talker also may give long, detailed and no-to-the-point answers to short questions. This gambit gives the Talker a legitimate excuse to postpone getting back to work. If the supervisor permits, the Talker will keep even the most inconsequential conversation going for hours.
Employee Behavior Challenges

The “Talker”

Strategy:
- Keep the Talker busy with projects and work, so that he/she has no time for idle conversation or interrupting others.
- Provide the “Talker” the opportunity to present at meetings and events.
- Arrange work flows so other’s depend on the “Talker” to provide input.
- Others??

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Employee Behavior Challenges

The “Gossip”

Behaviors:
The professional meddler. The Gossip thinks he/she knows everything and they are almost always WRONG! They put the supervisor on the “griddle” occasionally, demanding that the supervisor face up to something the Gossip feels is important. Their favorite opening line is, “I just thought you should know.”
Employee Behavior Challenges

The “Gossip”

Strategy:
• Ask for facts, not conjecture
• Investigate facts thoroughly and give no credibility to speculation.
• Eliminate the, “Just thought you should know” behavior.
• Others??
Employee Behavior Challenges

The “Blameless One”

**Behaviors:**
The Blameless One is NEVER guilty. If something goes wrong, the Blameless One had nothing to do with it. The Blameless One is expert at blaming obscure processes, misinterpreted policies and confusing procedures for anything that goes wrong. This employee is a veteran at these kind of maneuvers. Seldom takes responsibility and looks to external sources for blame. Generally abdicates responsibility and accountability. The most disturbing aspect of this buck passing, however, is that it is contagious. It tends to demoralize the other employees/systems that the Blameless One hints at, but never quite accuses others of making the mistakes.
Employee Behavior Challenges

The “Blameless One”

Behaviors:
• Reinforce responsibility and accountability with this person.
• Require solutions for correction be identified with every excuse.
• Ask for details and facts surrounding any external blame source.
• Others??
Employee Behavior Challenges

The “Indifferent One”

Behaviors:
The Indifferent Employee never causes any trouble or breaks a rule. WHATEVER…MEDIOCRITY This person does only what is required and rejects all efforts to arouse enthusiasm. The Indifferent Employee passively resists changes and does not care about the job or the department. In short, this person is not a “team” player.
Employee Behavior Challenges

The “Indifferent One”

Strategy:
• Make them part of a team with dependency on others.
• Probe for interests and passions in work.
• Use reward and recognition to build engagement.
• Others??
Employee Behavior Challenges

The “Know-It-All”

Behaviors:
The know-it-all believes they are a legal “expert,” who relishes putting it “right on the line” for the supervisor. This employee is NO joy to have around. The know-it-all continually reminds the supervisor, “according to the procedures or policy.” In a dogmatic tone, this person will say, “You can’t make us do this. If you do, it would be a violation of…..” etc.. The know-it-all is the department’s defender of the Right. Frequently wrong, this person arouses so much suspicion and confusion among employees that a supervisor can’t afford to ignore the know-it-all. Too often the supervisor is put in the position of proving or justifying the company and their position.
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Employee Behavior Challenges

The “Player”

Behaviors:
The Player is highly-skilled at games and all the games have one goal – to avoid work while the supervisor grits his/her teeth and slowly goes bananas! The Player has a dozen legitimate excuses for not completing an assignment. They often carefully engineer the obstacles but you are unable to catch them. The Player is skilled at out-maneuvering any supervisor. Their favorite responses are delivered with a hurt expression, explaining they were simply following instructions and don’t understand.
Employee Behavior Challenges

The “Player”

Strategy:
• Do not ENABLE or ALLOW the games and diversions.
• Assign greater responsibility and set expectations for decision making.
• Ask them to summarize their thoughts and ideas.
• Others??
Traits of Engaged Employees

• They’re loyal and productive
• Know what to do and they want to do it
• Have a rational, emotional, and motivational connection with the organization
• Have a focused line of sight on how to make the organization successful
• Are connected and committed to helping the organization succeed
There are many benefits of having high levels of employee engagement in an organization. Those benefits include:

- Increased shareholder return
- Higher productivity
- Performance
- Support and resiliency
- Absenteeism
- Turnover
In Summary……

• Assess yourself as a Manager
• Develop your Management strategy
• Set expectations and action plans to achieve goals
• Delegate and empower employees
• Build a positive culture of success

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Questions?

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