

Communications, Credibility and Fairness

Morale problems such as absenteeism, turnover or poor level of performance can be closely related to your employees' sense of whether or not they are being treated fairly. Even if their jobs are less than satisfying, studies show that people will often put up with unpleasant duties as long as they feel that their organization makes an effort to treat them fairly, gives them the sufficient job-related information and makes them feel a part of the overall operation.

One of the primary factors in employee morale is the manager's credibility. The more your employees believe you and support you, the more effective you will be as a supervisor. In a way, it's similar to having a good reputation in that it must be earned and continually maintained.

Consistency is one of the marks of a good manager. People like to know that you will

respond to them tomorrow the same as you did yesterday. It is also important that you avoid treating one employee more favorably than another. It is only human that you like some of your people more than others, but don't let your personal tastes affect the quality of your management. Favoritism shows up first in this area of personal attention, and your people will pick up on it quickly.

An effective manager also keeps a close rein on his emotions. Losing your temper rarely solves a problem, and most employees work best when their surroundings are not in an uproar.

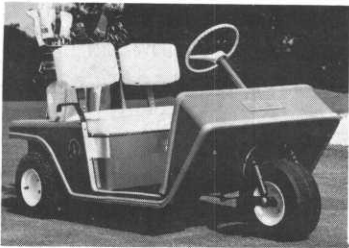
Broken promises can do more to dampen morale than anything else. Do things when and how you say you will and follow through on your plans and programs. Even though your people might understand that it's not always your fault when things don't work as planned, you should avoid making promises unless you know you can deliver.

Be available to your employees for advice and help. People appreciate a leader who will take the time to work with them in solving problems and providing support. Be even-handed in giving coaching, guidance, praise and personal favors.

No matter how good a supervisor you are, sooner or later you will have to discipline an employee. Make sure your discipline is both appropriate and consistent. The punishment must fit not only the violation but also the circumstances and past record of the offender, and it must be enforced each time there is a violation.

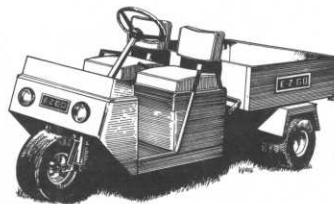
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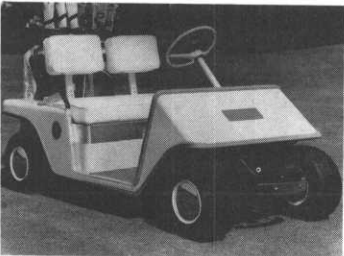


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