



**THE WORST PART ISN'T
THAT SHE'S CALLED BACK
THREE TIMES, OR THAT
SHE PROBABLY WON'T RENEW.
THE WORST PART IS THAT
SHE'S GOT NEIGHBORS.**

If she's calling you about grubs, fire ants, or mole crickets, you can bet her neighbors are hearing about you, too.

Makes you wish you'd used Triumph[®], doesn't it? You could have delivered up to 90% control in just 2 to 3 days. Too bad.

Bet you'll use Triumph first, next time.



Circle No. 114 On Reader Inquiry Card

What to do when workers lose interest

by Joe Carbone

■ "I don't understand it. That guy was real gung-ho when he got here. Now he spends all of his energy avoiding work and figuring out ways to do the least amount possible. I wonder what's got into him?"

How many times have you asked yourself that same question: "I wonder, what's got into him? There are few things more frustrating to a supervisor than witnessing the case where a good worker gradually deteriorates into a marginal worker. I believe that a good supervisor has to take a completely different approach to a problem like this and that approach has to be based on a different way of thinking. All it takes to uncover the shortcomings of the standard thinking is a closer examination of the question itself: "I wonder what's got into him?"

The question implies that something might have invaded and destroyed what had been a perfectly good worker. This

idea of an "Invasion of the Productivity Snatchers" is of course absurd, and I only mention it to make a point. The question does imply that the problem is being blamed on forces beyond our control, even if not from beyond our solar system. And this is where we have to change our thinking, and our approach.

As a supervisor you are in a position to influence workers' attitudes towards their jobs. You are in a position to keep those good workers going strong. You are even in a position to improve the performance of marginal workers.

Among the primary factors that influence worker attitudes are:

- the example that is set by, and the attitude of the supervisor;
- the importance and value the supervisor attaches to superior job performance;
- the consequences and penalties that the worker's supervisor has attached to inferior job performance;
- the degree of personal challenge the worker associates with performance goals

that have been set by the supervisor.

A good supervisor can't wait around for the personnel department to send them the perfect worker. Neither can a good supervisor expect superior worker performance by adopting a course of inaction.

When we claim or imply that a problem has arisen due to forces beyond our control, we are doing little more than making an excuse for our own inaction.

The job performance of your workers is a function of the attitudes they bring to the job. The supervisor is in a position to control the primary factors that influence those attitudes. A good supervisor will learn when and how to make this happen, and won't make or accept excuses.

—From "Getting it Right: What it Takes to Become a Good Front Line Supervisor," by Joe Carbone. To order, contact: Front Line Supervisor, Publications Dept., P.O. Box 267, Lansing, NY 14882-0267.