

Re-Engaging Managers to Re-Engage the Workforce

Why should managers need re-engagement?

They are employees, and susceptible to the same forces that lead to employee disengagement.

What role do managers serve in re-engaging the workforce?

Executives do perform vital roles in setting the corporate framework, in creating the appropriate culture, and in communicating “from the top down.” However, much of the work in employee re-engagement is performed directly by the employee’s manager.

What are the steps at the corporate level?

The first step is to decide upon this goal: your organization can become one of the best in the field of workforce engagement.

The second step is to assess and measure your current situation. Use an experienced outside consultant, to ensure good advice and unbiased factual measurements.

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*Do You Know About
'Purpose-Driven' Coaching?*

Want To Sustain Success?

Do You Know About 'Purpose-Driven' Coaching?

A coach will keep you focused and make sure that you'll find more time to do the crucial things in your life and business. They're specifically trained to eliminate any chances for waste when you're going about marketing and sales activities, and they'll also teach you a thing or two about human resource reorganization that should help you a lot in leveraging your business. Your coach is basically your go-to guy when it comes to creating sustainable processes for producing profitable streams of income.

Profiling the Effectiveness of Purpose-Driven Coaching

Business activity and development often come to a standstill for many reasons.

If you've found a coach who can assist you in sustaining progress, then you better contact him/her as soon as possible. Not only will your designated adviser offer you high-level business advice involving improved employee morale, ways to increase your sales, and enhanced employer-employee relationship, you will also be involved in a system that will allow you to maintain your momentum when it comes to your accrued benefits and improvements.

With that said, there are many methods of coaching presently available, and coaching in a business setting has four main objectives:

- ✓ Coaching should help smooth out the progress of breakthroughs.

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The third step is to build the corporate framework. Develop and express your organization's goals. Communicate them clearly throughout your organization. Determine what must be done to re-engage your employees, and enact the appropriate measures. This framework must support both the managers, and the front-line employees.

(As one example: create an employee recognition program. This will require corporate guidelines so the divisions or departments can: plan for an annual budget; set the achievable and relevant criteria; solicit and process nominations; and make it real for all the employees).

The fourth step is to plan to receive feedback or



suggestions. Here, it is important to plan how to respond to unwanted suggestions or to criticism. Brusque dismissal of unwelcome feedback is a significant source of employee disengagement.

While the framework is being prepared, what are the steps required to re-engage the managers?

First, consider training the executives to increase their proficiency and effectiveness in re-engaging their direct reports. The executives are coaches, mentors and role models in this endeavour.

After this, re-engaging the managers is very much like re-engaging the workforce. The same processes that re-focus and re-energize front-line workers are vital for re-engaging managers. (The failure to use these processes leads to employee disengagement.) In addition, some of these processes provide the skills and incentives which the managers will require in order to re-engage their workers. Some of these activities will have their major impact on the managers, while others will carry on to the front-line employees.

Communicate with the managers. Ensure the organization's goals and strategies are clearly stated. Encourage feedback, and use the managers' responses to further shape the communications.

Coach and train the managers. This process will re-connect the manager to the organization's goals. The focus of this training will be "how to re-engage your workers." The best training may come from an outside training organization, but visible executive commitment is vital.

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Work with managers individually. The temptation is to simply broadcast a standard message. However, different people have their own strengths and weaknesses; coaching must respect this fact. As well, you will expect the managers to coach each front-line worker according to their needs. Executives need to set the standard and serve as role models.

Set achievable and measurable targets for each manager. Some targets may be activity-oriented: "Conduct X individual coaching sessions with each of your workers over the next X number of months." Other targets should be results-oriented: "Increase the number of customer referrals by X% over the next X number of months."

Use the corporate framework to monitor and reward the managers – and the front-line workers – for achieving their targets. This may be the ultimate "reality check" for any employee.

Let us help re-engage your managers, leaders, and staff. **Contact us today!**

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Self-Esteem at Work

Whether for yourself or others, working to enhance self-esteem is always worthwhile. Here are five ways to motivate people whose self-esteem is not high:

- **Set goals with a clear payoff.** Provide a payoff and a reward to encourage people to work further.
- **Don't blame individuals for problems.** Show them how to overcome external problems and help them differentiate the external issues from their own competence.
- **Be supportive.** People need to be part of a team and feel accepted. Create a positive work environment.
- **Minimize conflicts and ambiguity.** These create stress and keep workers from striving for more.
- **Set goals carefully and give people proper training for tasks.**

Source: *Self-Esteem and Work*, by Dr. Joel Brockner

"Think not of yourself as the architect of your career but as the sculptor. Expect to have to do a lot of hard hammering and chiseling and scraping and polishing."

~ BC Forbes

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- ✓ Coaching should improve your self-awareness when it comes to your everyday business pursuits.
- ✓ Coaching should facilitate forward movement so that you can get out of your rut and start moving towards your objectives once more.
- ✓ Coaching should improve your openness to suggestions and help you start thinking out of the box when making business-related decisions.

Every time coaching is provided to you, the one responsible for the coaching process should endeavor to succeed in achieving at least one of the above goals. Effective coaching sessions are capable of satisfying two, three, or all four purposes immediately or in the long term. More to the point, purpose-driven coaching is characterized by its ability to hit all those important objectives regardless of the coaching methods being employed by your chosen business coach.

Assessing the Best Purpose-Driven Coaching Method Available

Even though many tend to disagree with this point, informal coaching that doesn't follow a whole lot of rules has proved its mettle in the business industry because of its versatility regardless of the circumstances it's presented with. Coaches that use this method tend to provide sessions concentrated on helping a company recover from its mistakes or make positive progress as it goes about its daily business. What's more, they remind the organization of its objectives and help it reorganize its priorities in order to meet those very goals.

Professional coaches are genuinely interested in knowing more about their client, have the ability to truly listen, are results-oriented, and do everything that he/she can to say or ask things that'll allow you to see issues in a fresh perspective. The best purpose-driven coaching method out there simplifies things for the sake of the client and allows the process to be an elegant and moving coaching session.

We can coach your staff to achieve the desired results. **Call us today!**

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Web Site of the Month

Time & Date

This site includes lots of information that is time and date related, such as yearly and monthly calendars, countdown counters and the world clock which shows current time in cities all over the world.



Check it out at www.timeanddate.com

"In the struggle for survival, the fittest win out at the expense of their rivals because they succeed in adapting themselves best to their environment."
~ Charles Darwin



One Minute Ideas

On The Lighter Side ☺

Top Ten Truths for Mature Humans

1. I think part of a best friend's job should be to immediately clear your computer history if you die.
2. Nothing is worse than that moment during an argument when you realize you're wrong.
3. I totally take back all those times I didn't want to nap when I was younger.
4. There is great need for a sarcasm font.
5. How are you supposed to fold a fitted sheet?
6. Was learning cursive really necessary?
7. Map Quest really needs to start their directions on #5. I'm pretty sure I know how to get out of my neighborhood.
8. Obituaries would be a lot more interesting if they told you how the person died.
9. I can't remember the last time I wasn't at least kind of tired.
10. Bad decisions make good stories.

~ Author unknown

"Every day do something that will inch you closer to a better tomorrow."

~ Doug Firebaugh

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How To Manage Your Reading Time

Reading business and management literature is a key ingredient to a successful career. Try these strategies to shoehorn more reading into your busy schedule:

- **Prioritize your reading.** Separate time-sensitive memos and reports into an "urgent" box and set aside a time at the beginning of the day to do this important reading.
- **Read via the Internet.** Take advantage of quick news services and online wire services and newspapers. Set up a "filter" to deliver only business news that is likely to interest you.
- **Subscribe to digests and condensations.** A number of publishers specialize in condensed versions or abstracts of popular business books.
- **Consider speed reading.** It sounds gimmicky, but it does work well enough to enable you to get the gist of a book or an article.
- **Buy or rent books on audiocassette.** Listen to them in your car, while taking public transportation, or while exercising.
- **Carry reading material to appointments.** This way, you'll spend time in the lobby reading relevant material instead of idly thumbing through out-of-date magazines in which you have little interest. Bonus: When you're busy working, it sends a message to the person with whom you have an appointment that you're someone who uses time creatively.



~ Alan Axelrod and Jim Holtje, *201 Ways to Manage Your Time Better*, McGraw-Hill, 11 W. 19th St., New York, NY 10011

Schedule of Public Courses

The following courses are being offered to the public by Harmony Coaching & Consulting. Click on the associated link for more information on the program or to register.

Course Title	Date(s)	Time	For More Information/Registration
SHRM Learning System® is the preparation course for the HR Certification Exam <i>(Every other Saturday)</i>	Sep 25 thru Dec 4	8:30am - 4:00pm	www.cbu.edu/shrm
The Coaching Clinic® is a two-day workshop for executives, managers and leaders to experience and learn coaching skills and competencies.	Dec 1 - 2	8:30am - 5:00pm	www.harmonycc.net/coaching-clinic.php
Leading at the Speed of Trust™ is a two-day workshop for anyone interested in increasing revenues, decreasing costs, enhancing/repairing relationships, or improving their credibility with employees or customers.	TBD	TBD	Email: info@harmonycc.net

