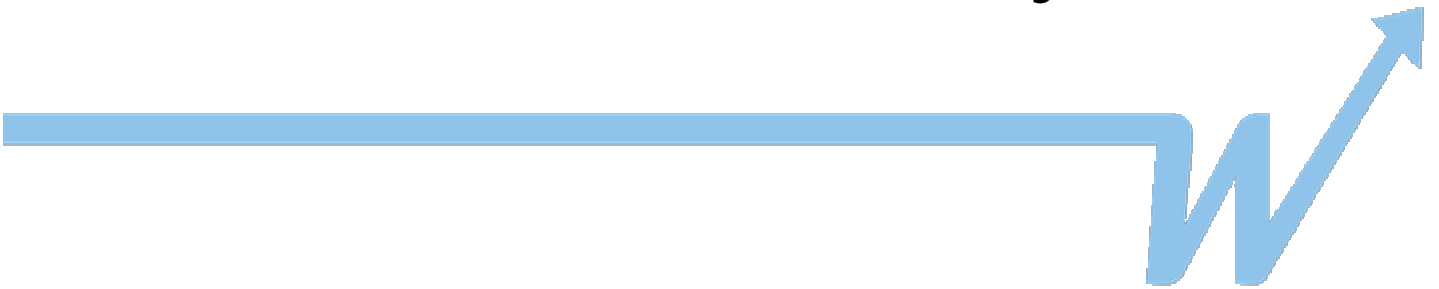




Communicating by Process not Personality



What NOT to Do!

Managers sometimes struggle to meet goals. As deadlines approach, stress can cause people to sink to their basic instincts for how to get things done. Pressure causes managers to do things like:

- ***Shift projects to the most talented member of the team*** – This not only punishes a talented employee with more work, but rewards the slackers with less.
- ***Add pressure to employees by requiring longer work hours*** – This practice disenfranchises the entire team and breeds resentment instead of increasing productivity. Instead of getting more work done, it just takes longer to accomplish the tasks at hand.
- ***Promote unproductive employees to jobs beyond their capabilities*** – Otherwise known as the “Peter Principle,” this practice can demotivate entire organizations by once again, rewarding incompetence.
- ***Assign talented employees to too many teams*** – This practice stretches productive employees too thin. Instead of hiring enough competent people to adequately accomplish goals, the best employees end up with unattainable workloads and the inability to create innovative solutions, which is not good for them or their organization.
- ***Allow incompetence, laziness and even sabotage to occur*** – In high pressure organizations where every person’s contribution counts toward meeting customer demand, some managers tend to hold onto employees “just to have a warm body covering the position.” However, these warm bodies can decay an organization and erode customer loyalty faster than being short-handed. As the old saying goes, “You’re only as strong as your weakest link.”

Managing projects with a defined process helps organizations reach their goals without demotivating employees. Even though workflow may change, creating a logical process from the beginning builds a framework where employees can work effectively. The process can be renegotiated, but trying to hurdle over bad employees makes everyone in the organization tired instead of empowered.