

Allowing Workers to Fail Is Not an Option

Question:

Can you afford to let your people fail?

Answer:

Definitely not. With the uncertain global economic climate, no organization can afford to lose talented employees. The cost of hiring and training is too great. Use these tips to provide every opportunity for success to the people you hire:

- **Evaluate your hiring process:** Hire people who will mesh well with their manager, co-workers, and your corporate culture. Do not hire only for skill and experience.
- **Avoid supervisor/subordinate conflict:** Avoid assigning an individual needing a lot of hand holding to an easily stressed supervisor. Personality testing ensures compatibility.



- **Get candid feedback:** Use a 360-degree review and gather input from the manager, the subordinate, and co-workers to develop a true picture of a working relationship.
- **Be honest:** Candor starts at the top. Senior executives must demonstrate the value of honesty and prove that candid feedback results in positive changes.

Question:

How do I prevent conflict with my boss?

Answer:

Typically, conflict with the boss results from one of several causes: lack of trust, lack of direction, perceived lack of fairness, loss of mutual respect, or unrealistic expectations. Once the relationship deteriorates, so will your results at work.

Use these tips to avoid a downward spiral:

- **Make sure you are the right person for the job:** Evaluate your skills, experience and personality to ensure you mesh with your manager, co-workers and culture.
- **Seek out well-trained managers:** Supervisors trained in conflict management and diversity recognize unique personality styles and understand how to adapt to widely different backgrounds.
- **Avoid intolerable co-workers:** "People issues" overwhelmingly engender employee failure. While diversity adds to creative outcome, peer conflict increases attitude problems, office tension, and absenteeism.
- **Look for a culture that embraces success:** No one can succeed without the right tools. Whether through formal training, apprenticeships, or on-the-job training, make sure that your employer teaches the skills you need to succeed.



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