

## Employee Care and Feeding



R. Henry  
Migliore, PhD

In the last issue of *Performance Magazine*, I discussed the care and feeding of the boss. I pointed out the importance of this relationship—how it should be nurtured and how to aggressively keep it in good repair and in a healthy state. I also suggested that one should have a one-paragraph purpose statement for one's job and should develop a set of accountable objectives and results that one hopes to achieve during a given time period. Discuss these with your boss and keep that person posted on one's progress.

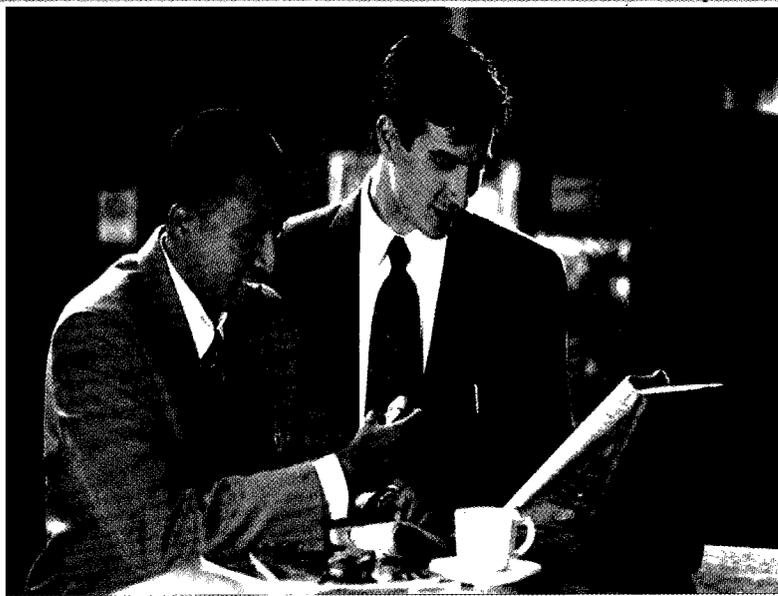
Such a step would provide a firm fix on a goal and on achieving it.

In surveys of dozens of large and small businesses, corporations, banks and nonprofit organizations, I have learned that achievement and recognition are paramount goals of a wide cross-section of people, ranging from welders and bank tellers to upper management.

This gives us our first focal point on care and feeding of our employees. These higher-level needs are as important in our business as blood and air are to our physical body. Our first step, then, as managers of people, is to make sure we recognize these needs and properly feed their psychological souls. Think of all the people who report to you. Ask yourself, "When was the last time I provided each of them with some means of positive recognition?"

From there, you might ask each employee to spell out to you what he or she hopes to accomplish over specific time frame. Consider your own expectations and make an agreement. Make sure this is a review process.

Caution: You are analyzing performance, not the person. One tends to safeguard and preserve one's self-image and respond quickly to a personal attack, real or fancied. If you erred in equating performance with the soul of the person, you've really pulled a boner. So, keep your focus on performance.



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When reviewing performance, let the employee give his or her evaluation first. The employee will likely be more candid and less defensive if he or she has first say. This makes your own evaluation easier when your turn comes. You must be genuinely interested and able to project this interest when you talk with your employees. Unless you have their firm support, you're on shaky ground. It's their job to make you successful and your job to help them develop and meet their potential.

Be sure you never take credit for others' deeds or ideas. If you take someone's name off a report, for instance, and substitute your own and submit it to your boss, thus receiving credit, you can be sure the person working for you will resent the deceit and will not be disposed kindly toward you in the future. You are that person's only key voice to the next higher level of management. Be sure you properly represent his or her interest.

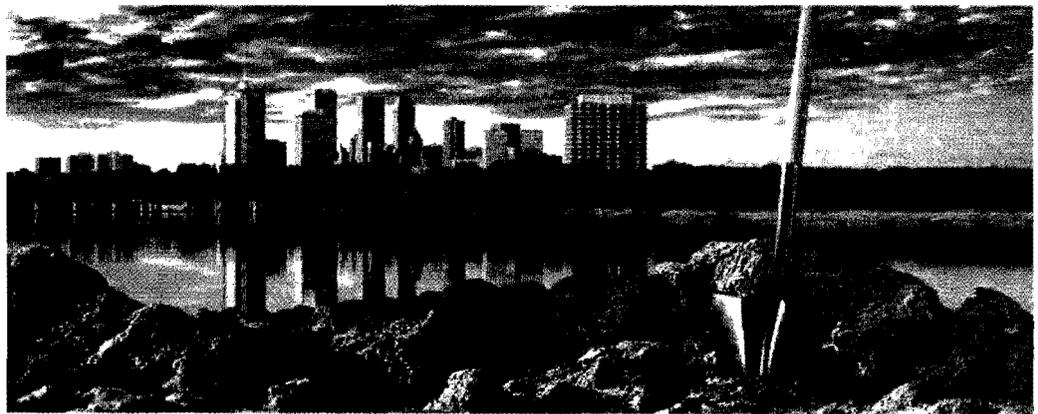
Your name is probably well-known in each of your employees' homes. Because you're the boss and wield a fair amount of formal and informal power, the employee is ever conscious of your managing style. If you doubt this, notice at your next company picnic, banquet or outing that the employees' families will immediately recognize your name.

The employee is limited to subtle sig-

**Dr. R. Henry Migliore, professor emeritus of Northeastern State University/Broken Arrow and president of Managing For Success is considered an authority and pioneer in the area of strategic planning and management. He has published 17 books on this subject as it applies to a wide range of businesses, colleges and ministries. They are translated into seven languages. "Common Sense Management," "Biblical Perspective" and "An Accountability Approach" are international best sellers. For more information on this columnist or to book him for your next speaking event, contact FIVE STAR Speakers & Trainers at 913-648-6480 or contact lturac@fivestarspeakers.com.**

nals, which are sometimes almost unconsciously made. I suggest that you tune in on these signals if you want to know how your employees feel. Their proper care and feeding depend on how well you listen and provide the proper nourishment where the hunger is the greatest: self-esteem, achievement and a feeling of worth. 

## The Immutable Power of THE COMMON SHOVEL.



When you see shovels, progress is never far behind. It all begins with talk and meetings - lots of meetings. Most times it ends there. But recently something extraordinary happened. Shovels appeared. Then cranes. Then work crews. Concrete, metal and brick transform into structure. An amphitheater, restaurants and boutiques opened on the river. We waited for the lullaballoo to die down, but the cranes and shovels kept coming. Tearing down the mess, building up the future. The Camelot, a dilapidated reminder of *what was*, is being torn down and replaced with *what will be*.

The empty field next to the airport? It now houses one of the most state-of-the-art planetariums in the world. As more cranes and shovels descend upon downtown, the BOK Center rises. Charities are embraced by commerce through the Tulsa Community Foundation. As fellow Tulsans, we at CommunityCare are inspired by this astounding growth. We're honored to stand shoulder to shoulder with you as Tulsa takes community pride to new heights. And we're dedicated to keeping you healthy every step of the way. Here's to breaking new ground.

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