

12

The Elements of Great Managing

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The Web site for this book is at <http://gmj.gallup.com>.

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MAIN IDEA

When The Gallup Organization analyzed more than one million employee interviews, it was found there really were only twelve elements which employees needed their managers to provide in order to create a high-performance work environment.

The 12 elements of great managers

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|---|--|----|---|
| 1 | Let everyone know what is expected of them | 7 | Make everyone's opinions count |
| 2 | Ensure people have all the tools they need | 8 | Help everyone feel their job is important |
| 3 | Let people actually do what they do best | 9 | Associate with others who do quality work |
| 4 | Give recognition and praise for jobs done well | 10 | Encourage strong and vibrant friendships |
| 5 | Care about employees on a personal level | 11 | Evaluate performance in person regularly |
| 6 | Foster and encourage personal development | 12 | Provide opportunities to learn and grow |

In short, if you want your people to do great things for your organization, make sure you do these twelve things for them.

Element #1 – Let everyone know what is expected of them Page 2
Great managers combine individual efforts to create the greatest feasible cumulative results by first ensuring everyone is working towards a common objective. Synchronization produces tangible gains.

Element #2 – Ensure people have all the tools they need. Page 2
As basic as this may seem, great managers make certain their people have the right tools to do their jobs. When people feel confident the company backs them up, they will generally perform better.

Element #3 – Let people actually do what they do best Page 3
Matching the right person to the right job is one of the most challenging assignments there is in business. Great managers create opportunities for people to do what they do best day-in and day-out.

Element #4 – Give recognition and praise for jobs done well. Page 3
Great managers reinforce positive and productive behavior by giving genuine praise where it's due. When this is done consistently well, a culture of achievement just naturally emerges and grows.

Element #5 – Care about employees on a personal level Page 4
Great managers genuinely care about their people. They don't just view them as interchangeable parts of the overall business. Instead, results-driven managers take a personal interest in their employees.

Element #6 – Foster and encourage personal development Page 4
Superior managers mentor those who work with them. They work closely with them, steer them in the right direction, feed them appropriate development activities and help them get ahead.

Element #7 – Make everyone's opinions count Page 5
Great managers listen to their staff. They show by their subsequent actions that the opinions of their workers count for something and are valued by the company. This significantly enhances productivity.

Element #8 – Help everyone feel their job is important Page 5
High-performing managers have the knack of making everyone feel like what they do is important and valued. How they do this varies but when people feel connected, they are just naturally more productive.

Element #9 – Associate with others who do quality work. Page 6
People who are putting in 100-percent effort into their work often resent having to carry those who are less committed. Great managers understand this dynamic, and work to make sure everyone contributes.

Element #10 – Encourage strong and vibrant friendships Page 6
While this may sound touchy-feely, the data shows people are more productive when they have a best friend who works alongside them. Great managers create circumstances where friendships can grow.

Element #11 – Evaluate performance in person regularly. Page 7
People actually prefer knowing exactly where they stand within the organization. Great managers provide regular, systematic and ongoing performance evaluations. They don't let this get lost in the shuffle.

Element #12 – Provide opportunities to learn and grow Page 7
Great managers understand people crave opportunities to learn and grow at work. They create win-win situations where people take on stretch assignments which will be highly beneficial for the organization.

Bringing the 12 elements together Page 8

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