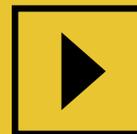


THE NOT-TO-DO LIST FOR MANAGERS

PEOPLE WORK FOR PEOPLE, NOT FOR COMPANIES. OFTEN, OVERLOOKED BY US, THERE ARE A MILLION THINGS WE CAN DO TO CHASE OUR EMPLOYEES AWAY. SO WHAT IS IT THAT YOU SHOULD NOT DO AROUND YOUR TEAM? WE FIND OUT FROM HANAN NAGI, COACH, SPEAKER, AND FOUNDER OF TRANSFORM COACHING UAE.



I'm sure you know of people who are happy to stay with the same company because they have a fabulous

manager, even if they can get a higher position and better salary elsewhere. On the other hand, how many people do you know who work in fantastic companies with great reputations and get fantastic packages, yet, they quit because they cannot stand dealing with the management anymore? You might have even experienced either of the scenarios yourself.

Becoming a people's manager is a necessity in today's corporate life. Several researches have proven that amongst the many motivational tools – such as perks, pay and title – interpersonal relationships and feeling appreciated, motivated and recognised by one's manager are definitely the most powerful incentives.

Employees who have good relationships with their managers are much more productive, with less number of sick days; they are happy to work additional hours when required, go the extra mile to support their managers, and are healthier than unhappy employees. Yes, you do need an emotionally and physically healthy employee who can help you achieve your business goals. If the employees are stressed or disappointed because of your management style, you will not get the same level of performance you

could have got had you cultivated a positive relationship. If you push and force them, they might perform out of fear; but you can be sure they'll be on the lookout for a new job.

So what is it that you should not do in order to achieve your business goals? What stops you from acquiring and retaining a committed, motivated workforce so you can enjoy your time at work, and have less employee problems to deal with?

Don't set rules you don't follow

Remember when you reported to the manager who always gave you a hard time over reaching the office five minutes late while he or she arrived one hour late every day? Exactly! No one respects those who don't walk the talk. Be a role model – set rules by all means, but make sure you follow them first. You will be able to easily win your team's respect and appreciation and will have won the right to straighten any deviation from the rules – not just because you have the title, but because you practice what you preach.

Don't get buddy-buddy with one of your team members

Don't get involved in personal relationships. Keep it professional, fair and friendly. It is very easy for people to misinterpret your decisions and intentions to reward a colleague of theirs, who happens to be a friend of yours, even if your intentions are genuine and the reward is well-deserved. This can also create jealousy, cause lack of motivation and un-needed hearsay in the office. Treat your team members equally, and reward good performance in the most transparent way possible, using objectives and evidences. Always maintain your reputation as a fair manager.

Don't focus on business and forget people

Balance is key. Build and maintain healthy relationships with your team members, empathise and make sure you dedicate time to talk to them individually, whether through coaching sessions or monthly meetings. Go through their development plans with them, recognise their work and motivate them to stretch themselves

to do more. Let them know that you believe in their capabilities and are happy to help them grow and develop.

Don't lie to your employees

Again, it is professional and personal. Your team looks up to you and wants to trust you. If you break that trust, they'll find it hard to believe you again. If you have confidential information that you cannot yet share, tell them the truth; don't give them false information or mislead them. You have the right not to share, but not to lie.

Don't take it out on your team

Having a bad day? It is easy to take it out on the over-excited employee who comes to you early morning with too many questions or urgent requests, or on that team member who has not yet finished a project when the deadline is approaching. We are humans and can easily make mistakes which we later regret. Try to postpone any meetings, unless urgent of course, go for a walk, remind yourself of your responsibilities as a manager – to be a guide, coach and role model to your team members; take a deep breath and go back to the office when you have calmed down.

Don't take too much on your plate

The magical word here is "delegate", and to do that you have to trust your team and be prepared to deal with mistakes while they are learning. You can always coach and help them in the beginning; but if you end up being the initiator, implementer and a completer-finisher, you will get stressed, exhausted, short-tempered and one way or the other, that will affect the entire team, your productivity levels and performance. Not to forget, when you do that, you are depriving

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your team of the opportunity to learn and grow.

Don't overload one team member

Many managers fall in that trap when they find a sharp achiever within their team. They tend to assign that person more responsibilities. While it is great to groom a potential successor or help them grow, be careful not to burn them out. On the other hand, the rest of the team might feel left out and not invested in. Make sure there are clear objectives and personal and professional plans for each of your members.

Don't be an ideas killer

Even if you are an expert in your field, always invite ideas and ask for feedback. You will be surprised how small ideas you get from your peers or subordinators could help you achieve your departmental or business goals faster. This also creates a healthy environment for the development of each team members' skills, and it fosters two-way communication.

Don't take work home

And don't ask your employees to do that either. Always promote work-life balance and start with yourself. Yes, at times there might be a need to work harder or stay a few extra hours; but you cannot do that to yourself or to your team all the time. Care for your own well-being as well as of those around you – family, employees, and their families – so you are guaranteed a longer, healthier more fulfilling work life. ■

ABOUT:

Hanan Nagi is an executive and business coach, trainer, facilitator and international speaker. She holds three high-level degrees in human relations related fields and has held senior positions in the Dubai government, oil and gas multinational organisations, and public and private companies in the UAE. With over 15 years of combined HR and business experience in corporate human resources, Hanan is now the founder of Transform Coaching & Training. She has been recognised by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, as one of the nation's most distinguished contributors to excellence and achievement in the people's development field.



Hanan Nagi, coach, speaker, and founder of Transform Coaching UAE