

smart supervision™

strategies, ideas and tips for managing yourself and others

in this issue

1
Energize Your Workforce: 10 Ways Supervisors Can Take Employees “Beyond Engagement”

3
Pre-Screening Candidates Can Save Time

Choosing the Right Employee

4
Why Feedback is the Bridge to Better Results

The Absolute Essentials of Managing Temps

5
Advanced Communication Skills that Get Attention

6
How to Master the Art of Delegation

7
Bench Strength: Conquer the Globe with these Relocation Tips

8
Are Your Workers Content?

... and much more



Energize Your Workforce: 10 Ways Supervisors Can Take Employees “Beyond Engagement”

by Brady G. Wilson

Today’s employees are exhausted. Depleted of passion, resilience, verve and excitement, they are devoid of the personal energy that compels them to consistently go above and beyond the call of duty.

To create a sustainable, innovative and high-performing organizational culture, businesses need to focus on both engagement and energy — essentially, moving “beyond engagement.” Brain science helps provide us with an understanding of how to get there.

Here are 10 ways for supervisors and managers to change the way they approach engagement and put energy first.

Manage Energy, not Engagement

Science shows that when we are low on energy, the first thing we lose is our brain’s “executive function” — the ability to focus, regulate emotions, prioritize, plan, make decisions and take action.

When workers don’t have well-fueled brains, their base-level thinking may continue to function, but their minds’ “power tools” fail to operate. These “power tools” enable us to think innovatively and strategically, collaborate broadly, communicate clearly and execute decisively.

By shifting from managing engagement to managing energy, managers can begin to work toward protecting their employees’ executive function.

Deliver Experiences, not Promises

The brain is wired to pursue activities that promise reward, regardless of whether the experience of reward is actually delivered.

Organizations frequently gravitate toward elaborate recognition/reward programs and intricate performance management systems

that hold the promise of fixing problems. Unfortunately, these initiatives don’t often deliver, creating cynicism, and leading employees to see anything related to engagement as nothing more than a “con game.”

To create a productive workplace, supervisors must make a critical shift, moving beyond non-beneficial engagement activities to helping people experience a rewarding energized environment.

Target Emotion, not Logic

Employee engagement initiatives that target the rational brain ignore the importance of the emotional brain in defining each employee’s day-to-day experience. For example, leaders who hold recognition ceremonies may believe, on a rational level, that the speech they give is effective because their intentions are good. But employees may walk away feeling less engaged than ever before. Here’s why: the brain’s mirror neurons detect others’ actions, emotions and even intentions and recognize when care, support and respect are present. So, if employees don’t feel they’re valued, all the declarations in the world cannot make it true for them.

“The brain is wired to pursue activities that promise reward, regardless of whether the experience of reward is actually delivered.”

To inject employees with energy in their day-to-day jobs, managers must appeal to the emotional brain. Taking time to understand, and then acting upon, what matters most to your employees is an incredibly effective way to show compassion and support.

(continued on page 2)

Trust Conversations, not Surveys

Quality conversation releases high-performance hormones in our brains, priming positive emotions, deepening relationships and trust and boosting the brain's processing power.

Unfortunately, conversation is a technique often used solely at "annual survey time." As a result, unaddressed issues left to simmer through the rest of the year frequently take away energy, time and mind-space from everyone in the organization. Moreover, engagement survey results only provide a glimpse of a very large picture.

To boost employees' brain performance, supervisors should shift to frequent, face-to-face, meaningful conversations. Short "Energy Check" conversations can be as simple as asking employees what is maintaining and depleting their energy at the moment.

Seek Tension, not Harmony

When tension emerges in the workplace, leaders often unwittingly slip into negative behaviors like overpowering employees, giving in to the tension entirely or avoiding it altogether.

But believe it or not, the brain is energized by tension. Tension forces us to consider the opportunities between the current desired ways of doing things. It can spark innovative thinking, be the source of creative energy and amazing, sustainable solutions. The challenge is for managers to learn to stand amid that tension and effectively manage competing priorities.

Practice Partnering, not Parenting

The emotional brain perceives "shared responsibility" as a risk. After all, to do so means relinquishing ownership and control, and risking one's reputation.

As such, supervisors often resort to "parenting" behaviors like manipulating and micro-managing employees. This introduces negative feelings into the overall organizational culture.

By shifting to a "partnering" managerial style, in which everyone functions in "adult-to-adult" mode, both parties can co-author powerful solutions that employees are willing to adopt and implement.

Pull Out the Backstory, not the Action Plan

The brain thrives on personal connection.

However, organizations often take any engagement survey results at face value and come up with broad-brush action plans in response. These "one-size only" strategies are devoid of quality conversation and connection, practically guaranteeing employee resistance to any engagement initiative.

In the business world, connections are realized through conversation. Supervisors who converse frequently with employees can draw out the backstory behind engagement scores, identify what matters most to

employees and partner with them to create solutions that generate meaningful, sustainable energy.

Think Sticks, not Carrots

Managers often gravitate to "carrot" engagement endeavours like recognition, cheerleading and inspiration. But negative events at work have far more impact on people's performance than positive events. What supervisors should be doing is looking for and addressing psychological forms of interference like bullying, unresolved conflict and team tension. Interference like those listed can undo an employee's ability to access their knowledge, experience, skills and strengths.

By thinking "sticks" — that is, identifying and removing forms of interference — managers can produce environments where employees can be their best selves.

Meet Needs, not Scores

Sometimes, employees act out in unskillful ways — including forming cliques, gossiping and creating friction — permeating the organization with interference. This is often the result of their individual needs not being met. In the work environment, people are driven by five needs: security, belonging, freedom, significance and purpose. Not every one of these needs is of equal importance to every person. As a result, these kinds of competing needs can create powerful tension.

Supervisors who take time to understand what matters most to employees can inspire and sustain workplace energy.

Challenge Beliefs, not Emotions

Science shows that our brains do not allot us the resources to do something unless we are convinced something is possible.

Engagement initiatives don't stall because employees don't care. They stall because people are low on self-efficacy — they lack the ability to move things forward. This is brought on by self-limiting employee beliefs. All sorts of capable people fail to do what they are capable of doing because of self-doubt, second-guesses and frayed confidence.

Managers who take the time to identify and target employees' personal feelings through meaningful conversation can produce a much greater sense of agency in their workforce. ■

about the author

Brady Wilson is co-founder of Juice Inc., a corporate training company that services organizations from Toronto to Los Angeles. Also a speaker, trainer and author, Brady recently released his latest book, Beyond Engagement: A Brain-Based Approach That Blends the Engagement Managers Want with the Energy Employees Need. Follow Brady on Twitter (@BradyJuiceInc) or visit his website, www.bradywilson.com. ■

Pre-Screening Candidates Can Save Time

Question: Over the years, I have seen hundreds of résumés with impressive credentials. Quite often, however, the candidates fall flat during their interviews. How can I more effectively “weed out the duds”?

Answer: As you noted, many applicants present impressive credentials. And while this may work to an employer’s advantage, it can also make it more difficult when making hiring decisions. An eye-catching résumé sprinkled with an abundance of positive keywords may get your attention, but it’s no guarantee that the person presenting it will be a match. (And since there’s no guarantee that the information contained on a résumé is always accurate or truthful, it’s in your best interest to thoroughly pre-screen applicants before scheduling interviews.)

In order to help make decisions concerning who to interview, consider your pre-screening tactics. Such tactics may involve e-mail and phone calls from your human resources department, thereby sparing the hiring manager’s involvement before serious candidates have been identified. Besides helping to ensure that only qualified candidates are scheduled for in-person interviews, pre-screening can save employers — and candidates — precious time.

If your pre-screening methodology is unstructured (or, even worse, non-existent), it’s time to implement such a system. In order to effectively pre-screen applicants and avoid costly mistakes, be sure to ask pertinent questions and cover important topics, such as the following:

- **Tell us about your professional experience.** Applicants should provide succinct and coherent information. Regardless of the extent of one’s experience, a typical response should only take 10-15 seconds.
- **Why do you want to work for us?** In a tight job market, applicants may be less particular about where they work, but successful applicants will be able to list some points that project them as a perfect fit for your organization.
- **What do you know about the job and our company?** This question can help weed out applicants who have not “done their homework” about your company or organization.
- **Résumé review.** Ask questions to verify certain

points and information in the applicant’s résumé. Be leary of applicants who seem uncertain or evasive regarding their employment history.

- **Qualifications review.** Ask questions related to the applicant’s educational qualifications and skills that are important for the job in question. ■

Choosing the Right Employee

Question: In a competitive job market, I expect to have an abundance of qualified applicants for open positions. However, this is not always the case. To make matters worse, time has proven that candidates who interview well are not necessarily “the right choice.” So, how can I improve my hiring track record?

Answer: Here are three tips from human resources experts for picking the right employee out of a crowd of applicants:

- **Will he or she fit in?** This is actually a fairly important trait when it comes to hiring new workers. If you have a team that is functioning perfectly, with each member contributing the right amount and everyone understanding his or her role, you want the new person to fit in with as little trouble as possible. This doesn’t mean you want someone with no independent streak. A little innovation can be a great thing for a team. You may find that the new person, while slightly altering the team chemistry, will enhance it as well. However, you don’t want to have to remake your entire department just for one person.
- **Does he or she possess the right mindset?** In order to answer this question, you’ll need to identify what values are key to the position. For example, customer service people should like people; installation, repair and service people should like activities; researchers should like knowledge; buyers should like things; and salespeople should like people, as well as getting and having things. Think about the job you want to fill, along with the employee’s motivation.
- **Is the energy there?** One of the best things about new employees is that they bring a new vision and sense of energy to the workplace. They can revitalize your department. If, however, the applicant comes across as already burned out or bored when you talk about what he or she would be doing in the new position, you know that this worker will not help motivate your other employees. On the contrary, you are the one who will have to find the energy to keep the applicant motivated. It’s not worth it. Find another candidate. ■



Why Feedback is the Bridge to Better Results

Supervisors are used to being the ones who give, not get, feedback. But supervisors who ask employees for suggestions — and even constructive criticism — about how work is done are lucky. They find out about problems in the early stages when it's easier to correct them. And they get some great ideas for improving their department. Below are some of the top reasons to encourage feedback from your workers:

- **Teamwork.** One of the best ways to keep a team going is to have effective communication. Remember, communication is a two-way street. This means that you need to listen as well as talk to your employees. This kind of healthy exchange is as valuable in terms of process as it is in terms of product. Keep everyone communicating and you'll keep them working as a team. It's hard for distrust to fester in an open environment.
- **Ideas.** As mentioned above, your workers can be your best source of ideas for how to do things better. That's because they are the ones on the front lines, and can see where waste is or how production could be sped up. As the supervisor, you can bring these ideas to management — always, of course, giving credit to the employee. Let your workers know that you respect and welcome their ideas.
- **Outlet for gripes.** If you are open to feedback from your employees, you'll be creating an appropriate avenue for any complaints they may have. In the long run, this is far better than trying to prevent gripes from surfacing. That's because employees who aren't allowed to "vent" are more likely to become resentful, which is destructive to morale and productivity. That kind of resentment is also contagious, creating performance problems in your entire department. So don't worry if you hear some criticism. It's better to hear it yourself now than hear it through the grapevine later when the employee starts bad-mouthing your policies or you personally.
- **Respect.** A department in which the supervisor welcomes feedback from employees is a department in which co-workers respect one another. That's because the supervisor is setting a good example. Employees reason that if the boss feels that a worker's ideas are worth listening to, they probably are. The entire atmosphere becomes more friendly and productive.
- **Energy.** Employees who are encouraged to think and speak up raise the energy level of a department. Instead of plodding along, doing the same old thing every day, workers are challenged to use their minds. Formulating ideas into words is a skill that requires a certain level of involvement in what the worker is doing. That involvement is a kind of animation that infuses your department with the desire to work — something that most supervisors would gladly welcome, even at the cost of listening to some criticism from time to time. ■

The Absolute Essentials of Managing Temps

The concept of introducing interns and temporary employees into the work force presents a win-win situation at both the human and financial levels. Workers are given the opportunity to acquire the skills they need for their careers while the companies that employ them can optimize production when business unexpectedly intensifies and staffing is low. But where do front-line supervisors fit into the plan? Should interns and temporary workers be managed in the same manner as full-time workers? And should they be introduced into large, ongoing team projects?

According to Donna Rippo, a corporate headhunter based in Los Angeles, the rule of thumb is that interns are brought onboard to learn and work while temporary employees (contracted through job agencies or hired to fill seasonal positions) enter the transposed model to work first and learn second. In either case, supervisors should adhere to the following practices:

- **Conduct or oversee the employee's or intern's orientation into the department.**
- **Furnish him or her with the same company literature and work tools full-time employees receive.**
- **Acquaint him or her with the company's hierarchy, dress codes and safety procedures.**
- **Provide training or appoint mentors.**

Here are some additional supervisory tips to consider when temporary workers join the team:

- ✓ **Temporary workers usually arrive on the job with many questions about the operation.** Be patient and make yourself readily available for providing detailed answers.
- ✓ **Introduce your temps to managers and associates who may not have taken part in the hiring process so that they are familiar with next-in-command personnel.**
- ✓ **Educate temps about your company's mission and competitors.**
- ✓ **Don't exclude temps from challenging projects just because their status is "temporary."**
- ✓ **Include temporary workers in department meetings and other company functions.**
- ✓ **Familiarize temps with rules and policies related to absenteeism, tardiness and productivity.**
- ✓ **Offer yourself as a job reference to those temporary workers who have performed well.** ■

Advanced Communication Skills that Get Attention

There's nothing more frustrating to a supervisor than having something important to say and knowing that workers aren't paying attention. Whether they're passively tuning you out or actively resenting what you have to say, the end result is that your message doesn't get across. Obviously, you can't expect to be an effective supervisor if you're not communicating.

Here are some ways to ensure that your workers are getting the message:

- **Watch the tone of your voice.** Your voice should have authority, yet be conversational as well. A good way to practice getting this mix is to speak in front of a mirror with a tape recorder running. You'll have the opportunity to watch your demeanor, as well as hear how your voice comes off. You'll be surprised at how easy it is to make changes once you know what you sound like. If you test the sound of your voice, you can work on improving it.
- **Think about what you have to say first.** It's usually helpful to know what you're going to say before you start to speak. When you improvise on the fly, thinking as you go, there's a greater risk of the words coming out wrong, especially if you have a serious message to convey, such as constructive criticism. You may talk too much or too little. You may be too soft in tone or too harsh. Write down a few notes if you think you'll have a hard time remembering what you need to say.
- **Make eye contact.** One excellent way to keep people's attention is to look them straight in the eye. This makes them look at you and helps them respect what you're saying. For one thing, it shows that you believe in what you're saying. It also helps the listener trust you, which is another key to getting someone's attention.
- **Lighten up your conversation from time to time.** If you only deliver negative messages, people will start tuning you out. Try to spice up your conversation with some lighthearted comments to show that you are aware of the fact that there's more to communication than issuing orders.
- **Encourage interaction.** When you're talking, ask questions. This will keep your audience engaged in what you have to say. It could be as simple as, "Has

anyone here ever used one of these drills before?" If you really want to make sure people are listening, ask questions of specific individuals and be sure to use their names, for instance, "Joe, what do you think about this new system?" Sure, it puts them on the spot, but it also makes everyone else think "I might be called on next, so I better listen up and be ready to answer any questions." This tactic never fails to create a heightened sense of interest.

- **Improve your listening skills.** A good listener has already made it 90 percent of the way to being a good communicator. For most people, this is the hardest part. We are usually formulating what we want to say while someone is talking, instead of actually listening to what the person is saying. Your workers will be able to tell if you are hearing them and will repay you by listening to what you have to say as well. ■



Protect Yourself With These Tips

Perhaps the scariest moments for a supervisor are those when he or she is confronting a potentially violent employee, either for disciplinary reasons or for termination. Generally, the best way to negotiate your way through this process is to be very sensitive. Don't let your fear make you act harshly or you could provoke anger.

Here are some tips to stay safe when dealing with angry employees:

- ✓ **Don't accuse.** You may need to let the worker know that other employees are starting to feel fearful of his or her actions or conversations. Tell the worker that company policy dictates that you must take action. This takes some of the pressure off of you.
- ✓ **Say something good.** Whatever you do, think of something good to say about this employee. Chances are that, in many ways, the worker is an excellent employee. Try to reinforce the person's self-esteem. Then the worker won't feel that the company is "out to get" him or her.
- ✓ **Provide job counseling.** If you are firing an employee, make sure there is some kind of job counseling for him or her. No matter who is being fired or why, it is a very traumatic time. Whatever you can do to help the worker cope — especially a potentially violent worker — will benefit the person, the company and you. ■

Don't Spread Yourself Too Thin

How to Master the Art of Delegation

"I'm the only one who knows how to do it." "I don't have time to teach him how to do it." "I don't trust her to do it right."

Do any of these excuses for not delegating sound familiar? If you're like a lot of supervisors, they probably do. Unfortunately, if you're not doing a good job of delegating, you're probably not doing a good job at all. Part of the reason you've been successful is because you can be counted upon to get the job done. As a supervisor, you need to have this same kind of confidence in your staff. And one of your responsibilities is giving employees the opportunity to personally take on some new tasks and challenges.

Real delegation requires planning and thought. You want to take some time to consider which tasks you could pass off to your employees. First to go are the routine tasks. For example, are you responsible for printing, photocopying and/or collating anything on a regular basis? If so, this is the kind of task that can be easily delegated. However, one word of caution: delegating too many mundane tasks defeats the purpose of delegating. Delegation is a way to help develop your employees, so giving them too many dull, mindless tasks only wastes their time and will cause resentment. Delegating mundane tasks is OK, but only in moderation.

"Real delegation requires planning and thought. You want to take some time to consider which tasks you could pass off to your employees."

What Should Be Delegated?

There are some routine tasks that are not sleep inducers and these are good things to delegate. For example, suppose you have to prepare a production report on a regular basis. This is a great thing to delegate. It gets the task off of your desk, while giving an employee the opportunity to grow and get an inside look at some hard numbers. Another kind of work that is great to delegate is detail work — the kind of stuff that has to be done, but is very tedious and time-consuming. Work that involves extensive data entry or double-checking figures can (and should) be delegated to eager employees.

Whatever task you choose to delegate, explain it carefully to the employee you are giving it to, but use a bit of restraint. You want the employee to be clear on your expectations about the finished product. At the same time, you do not want to dictate exactly how he or she is to achieve that end. You have a specific way of doing it and might discuss that briefly; however, give the employee a chance to do the job his or her own way. Remember, the result matters more than the process. And who knows? Your employee just may come up with a new way to tackle an old job.

Getting Employee Buy-In

At this point, you want to get the employee's buy-in. Ask the employee for his or her commitment to seeing the job through to the end. This is the employee's opportunity to speak up and let you know if you've made a mistake in empowering him or her. As you explain the task to your employee, let him or her benefit from your experience. Having done the job before, you know why it's important and where it fits in the bigger scheme of things. Give the employee a heads-up on some of the potential roadblocks that he or she may face along the way.

It is also very important that you give your employee adequate authority to complete the task. This is especially true if the employee is going to need information or input from other managers. Make sure these other managers know that the employee has been given the authority to work with them.

Also make it clear to the employee's co-workers that they are expected to cooperate. Explain to your employee that any roadblocks should be reported to you immediately.

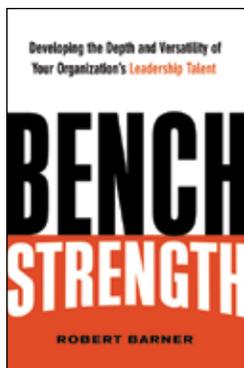
Granting your employee adequate authority is one way to support him or her, but there are other forms of support as well. Most importantly, support your employee by making

sure he or she has adequate resources to get the job done. Resources can come in the form of tools, training, advice, additional personnel or anything in-between. In short, make sure your employee has what he or she needs to get the job done.

See Things Through

Once you've given the employee the assignment, authority and resources, your work is done, right? Wrong! Although your employee is going to take care of getting the task done, you need to stay in communication with him or her. Simply telling an employee, "Here's your project. I want to see the finished product in four weeks," is not good enough. You need to set some intermediate goals. For example, if a project is due in four weeks, it may be a good idea to break it down into four steps or phases. You can then meet with the employee once a week to check on his or her progress.

When the task is completed, take the time to sit down with the employee and thoroughly review the job. Such an analysis can be useful for both the employee and the supervisor. Talk about the good and the bad, what went well and what needs improvement. Give the employee ample time to talk and share his or her views. Do your best to make this a positive session, offering as much praise as possible and perhaps even handing off a new task. ■



Bench Strength

How deep and strong is your organization's leadership "bench"?

The key to sustained competitive advantage in any industry is not size, image, or technology. It's talent, particularly at the leadership level. Your organization's future depends on its ability to identify, retain, and prepare a dependable "bench"

— its next generation of leaders — continuously. Over the next several years, the "baby boomers" who have engineered some of America's greatest business growth will be retiring in huge numbers, creating talent gaps and unprecedented competition to fill them.

Bench Strength offers a step-by-step approach to building a powerful talent strategy that will ensure the perpetual availability of potential leaders, including:

The Make or Buy Decision: Should your talent strategy be focused primarily on developing leadership from within, or on acquiring "ready-made" leaders from other organizations?

The Capstone/Foundation Decision: Should you concentrate development efforts on a few high-potential individuals, or spread resources across a broader section of your overall leadership bench?

The Stream or Pool Decision: Should you identify successor candidates for specific leadership positions, or retain pools of potential leaders who may be qualified for any of a number of leadership positions as they

become available?

The Trade-Up or Build-Out Decision: Should you build bench strength by progressively "trading up" from marginally performing managers to high performers, or quickly expand the leadership talent base by hiring a large group of potential managers simultaneously?

The Best-in-Industry or World Class Decision: Is your best talent strategy to focus on your own industry, or to look for cream-of-the-crop talent regardless of particular industry experience?

Each pair of strategic options includes clear examples and all-important "payoffs and pitfalls" that will help you make the right decision based on the organization's unique needs. *Bench Strength* also gives you effective methods for continuously monitoring how your company's talent measures up against that of external candidates, further informing your "make versus buy" and other talent decisions.

The book also reveals the Seven Principles of Talent Deployment, which will help align your strongest players with your most critical and challenging needs. And the author's "war games" approach to pre-testing of talent strategies will put the organization in fine shape to address both in-house "what-if" issues and new developments in industry or market conditions.

Leadership talent is one of the most critical needs of any organization. *Bench Strength* provides a comprehensive, practical approach and specific action steps for making smart talent decisions and putting together a deep and versatile team for today and for the future. ■

Conquer the Globe With these Relocation Tips

Forty percent of employees who work abroad for their companies quit within a year of their return. Most leave because they feel out of touch with the rest of the company or undervalued by management. Alesandra Lanto, senior consultant for Personnel Decisions International, a global management and human resources consulting firm, advises employees to explore the impact that relocation abroad will have on their careers. "Global work experience can make an employee a prime candidate for a senior position," she says. "However, if the employee doesn't take active charge of managing this career move, he or she can end up a corporate casualty."

Lanto offers the following tips for making relocation a wise career move:

- **Understand the benefits.** Don't focus solely on the financial benefits, but consider how this move will help you achieve your career goals. Determine

whether this experience will make you more valuable to the company in the long run.

- **Remain visible.** Make sure to stay in the loop by coming back for important meetings and reporting regularly on your projects.
- **Ask for a mentor.** Request to be assigned a mentor from senior management. The new challenges you're facing, and actions you're taking, will make your mentor aware of your new skills and accomplishments that will help you sell your value once you come home.
- **Think long term.** Prepare for your return by determining how you can use your new skills to your advantage. Be aware of the changing needs of the organization, and look for opportunities to meet those needs with your newly acquired skills and experience. ■

Are Your Workers Content?

Excessive turnover can make any organization unproductive. Here are some simple things you can do to help retain workers who are currently on your staff:

- ❑ **Think from the employee's perspective.** Try to understand how your employees feel about their jobs.
- ❑ **Make sure the job fits the employee's talents.** Turnover and quality deficiencies are not always sparked by internal problems. Often, the problem lies with the employer's inability to appraise an individual's skills during the hiring process.
- ❑ **Demonstrate your appreciation for individual performances.** "Thank you" is one of the most important phrases you can say to an employee, and some experts believe that its positive effect compares to that of a pay raise.
- ❑ **Make sure the job is challenging and rewarding without causing unhealthy stress.** Boredom is a common reason why workers seek employment with other companies.
- ❑ **Implement performance evaluation systems.** These will provide opportunities to bolster employee confidence and open lines of communication.
- ❑ **Relay your vision and values to all employees, including those hired under temporary agreements.** This approach helps prepare each worker for the future, regardless of his or her employment status. ■

Is Conflict Ripping Your Department in Two?

"Unresolved conflicts can damage morale and productivity in the workplace," says Lois Tamir, vice president and general manager of Personnel Decisions International. Tamir recommends the following five steps that you can use to help resolve conflict between co-workers:

- ❑ **Set up a meeting to discuss what contributed to the conflict.** The goal of this meeting is not necessarily to resolve problems, but to introduce the different perspectives that led to conflict. Aim to get beyond the anger and negative emotions, and try to reach a point of understanding.
- ❑ **Reintroduce the conflicting parties to each other.** Start the meeting off by inviting each party to tell

something about him- or herself. This breaks the ice and provides a fresh understanding of the other party.

- ❑ **Give each party a chance to explain his or her interests.** Have each party talk about his or her business approach — what he or she believes to be the tools, techniques and strategies for success. Ask the nonspeaking party to listen and explain, in his or her own words, the other party's perspective. This helps achieve mutual understanding.
- ❑ **Allow each party to identify actions that led to personal resentment.** Ask each party to give examples of how the other party's behavior led to the conflict. Make sure that the examples are given in a factual, non-interpretive way that can't be discredited. For example, "When you said my group was ineffective, I felt angry" instead of "You made me angry when you slammed my group." Each party should be able to acknowledge and validate the way the other party felt.
- ❑ **Help solve the related problems.** By this point, the parties are on their way to resolving their conflict by acknowledging, validating and understanding each other's perspectives. However, they may be left with related problems, such as losing credibility and respect in the office. Offer or guide solutions to mend these related problems. ■

Get the Most Out of Exit Interviews

While you may not be happy about seeing a valued worker leave, an exit interview is nonetheless a good opportunity to get some useful feedback about the department and/or your supervisory skills. Here are the essential points of the exit interview, according to the Society for Human Resource Management (SHRM). In order to gain valuable insight, pay particular attention to the following areas:

- ❑ Initial selection practices
- ❑ How the job met the employee's expectations
- ❑ Training
- ❑ Advancement opportunities
- ❑ Supervision
- ❑ Company culture
- ❑ Pay
- ❑ Benefits
- ❑ Other positive and negative features.

Smart Supervision™ (ISSN 1544-7464) is published monthly by Clement Communications, Incorporated, 3200 E Guasti Rd Ste 300 • Ontario, CA 91761 for \$247.00 per year per single copy subscription. Multiple copy rates and back issues are available on request. Periodicals postage paid at Ontario, CA and at additional mailing offices. POSTMASTER: Send address changes to Smart Supervision™, 3200 E Guasti Rd Ste 300 • Ontario, CA 91761. Customer Service: 1-800-CLEMENT or customerservice@clement.com. The information in this publication is intended for the general information of our readers and should not be construed as legal or professional advice or opinion. CCI makes no guarantee nor assumes any responsibility for the information or its applicability regarding any specific or factual situation. © 2016 Clement Communications, Incorporated. All rights reserved. May not be reproduced in whole or in part without written permission. Printed in the U.S.A.

CLEMENT
Communications

Managing Editor **CAMERON WILE**
Graphic Designer **KEVIN O'LEARY**
Publications Manager **DEBRA DEPRINZIO**
Publisher **CLEMENT COMMUNICATIONS**