



The Monkey Tree

As managers, leaders, mentors ... whatever the role, we always believe that we are doing what is right for those who work for us. We believe that we treat them fairly, that we show genuine concern for the issues they have, that we look out for them. And we become content with what we believe about how we deal with our reports. The hardest thing for us to get a grasp on is the true feelings of each of our reports, towards us, their managers.

It is way too easy for us to grow a monkey tree. You know the one where there is a tree full of monkeys, those at the top look down and only see smiling faces while those at the bottom look up and all they see is asses! If we are inattentive we can easily grow such a tree. If we work hard at knowing our People there is a good chance we can avoid giving them such a view from the bottom.

How to ensure that those on the bottom get a different view when they look up:

1. Get in the trenches with them from time to time.
 - a. Feel their frustrations
 - b. See the challenges they face
 - c. Know the problems they deal with
 - d. Differentiate between challenges and problems.
2. Never break their trust.
 - a. Deliver on your commitments
 - i. Don't make any you can't keep.
 - b. Support them:
 - i. Take them at their word.
 1. If they give you false information call them on it
 2. Let them know that you will trust them until they give you reason not to.
 - ii. Make them aware of accusations made against them
 1. Allow them to defend against those accusations, to you
 - c. Understand their psychology:
 - i. What motivates them
 - ii. What distresses them
 - iii. Where they break, their stress threshold.
 1. How they deal with that stress.
 - d. Give them the tools to get their jobs done.
 - i. The resources they need
 - ii. Your experience and guidance
 - e. Give them the latitude they require to get the job done through their own initiatives.
 - i. Allow them their own style
 - ii. Only correct their processes if they are too far off line for the result required.
 - iii. Ensure they understand what is required ... the goal.
 - f. Most of all Remember that you can only expect them to perform to the level that you have prepared them for which may not be the level at which you operate!

Developing people is an arduous process. It is so individualistic, yet fairly generic at the same time; in the end the rewards are huge for the organization. Give us a call and we will assist you in coaching your managers on how to develop their Human assets.