



## **TIP OF THE WEEK**

April 3, 2007

My pal, Spike, and I used to work together. I was his supervisor when he got his first managerial job. Sometimes, in the beginning, when he was having a problem with an employee, he would ask me to handle it for him, since I had more experience.

The devil in me would want to call the other person into my office. With both parties present, I might say something like, "So, Andy, Spike here thinks you have an attendance problem." I call this the "coaching by humiliation" method. If you want to mentor your subordinates and gain their respect, this is probably not the best way to succeed.

The answer is direct communication – between the manager and the direct report. It may be necessary to both coach and role-play so that the new manager learns how to handle the situation and is prepared for the occasional curveball.

Resist the urge to take over and solve the problem yourself. While this might be a good short-term fix, it won't help the manager to grow.

Good luck. Work **ON** your business. Stay in touch.

51 HOLLAND  
AVENUE  
WESTFIELD  
MASS  
01085-3730

**The Markens Group**

Ben Markens