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Dear Reader,

It's Not Motivation!"

"Managing is like holding a dove in your hand. Squeeze too hard and you kill it, not hard enough and it flies away." -- Tommy Lasorda

Often, managers will assume that their people are not motivated or just don't care when the real problem might be they are experiencing burn out or they have a consistently grueling schedule that leaves time for little else.



Overload and job insecurity are the current double-whammy issues for employees. People sometimes handle these pressures ineffectively. Shutting down emotionally, tuning out or getting ill are some of the ways people cope.

People want to perform to their full potential and, in supportive circumstances they often do. As a manager, you can provide the help and resources your people need and set them up to win.

- **Communicate expectations** and allow for negotiation to realistically address doable time frame issues.
- **Are your people willing and able?** Perhaps they're willing but not able without more resources, training or mentoring.
- **Ask yourself**, what level of involvement is optimal for the situation?
 - Direct and close daily supervision?
 - Invite employee input on an as-needed basis?
 - Involve employee in problem solving as part of team?
 - Share the responsibility for the work but still hold self accountable for employee processes and results?
 - Facilitate and coach and hold self accountable only for overall direction?

Which one of the involvement levels you choose is dependent on the employee's level of motivation, ability, skill set, responsibility level for project and decision-making authority

- **What opportunities** are provided to the employee? Opportunities for decision-making? to continuously learn on the job? variety of work? meaningful work?
- **Does the job lead** to a desirable future or is it a dead-end job?
- **Are you ensuring** that employees are supported and respected by their coworkers? (leaders must avoid setting up win-lose situations).

Leaders need to provide employees with a decision-making framework -- too much direction and they feel controlled, too little and they flounder.

Above all, we are not here to make hell for others. We are here to be happy. When managing others, go about it with the intention of relieving stress and setting them up to win. That way, everybody wins.

Announcement:

Coming soon, our next free telecast: "The Burnout Effect -- How Smart Managers Self-Sabotage."

Join Flo's Coaching Cafe -- Starting in May -- [Read more](#)

Have a comment? Go to my blog, [Chart Your Change](#).

Until people are both willing and able to change, you won't move the needle toward influencing new behavior." -- Joseph Grenny

To experience a complimentary coaching session, click on [Complimentary](#).

Between Two Wolves



Between Two Wolves

One evening an old Cherokee told his grandson about a battle that goes on inside people. He said, "My son, the battle is between two wolves inside us all.

"One is Evil - It is anger, envy, jealousy, sorrow, regret, greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority, and ego.

"The other is Good - It is joy, peace, love, hope, serenity, humility, kindness, benevolence, empathy, generosity, truth, compassion and faith."

The grandson thought about it for a minute and then asked his grandfather: "Which wolf wins?"

The old Cherokee simply replied, "The one you feed."

Have a comment? Go to my blog, [Chart Your Change](#).

Thank you for your interest in Chart Your Change. Your feedback is always appreciated.

To experience a complimentary coaching session, click on [Complimentary](#).

Have a Joyful Month,

A handwritten signature in blue ink, appearing to be 'Flo'.

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