

CHALLENGES MANAGERS FACE TODAY



Many of the challenges managers face today are related to a widely diverse workplace:

- Baby boomers, the biggest segment of workers for decades are now approaching retirement. How is this trend impacting your organization?
- Generation Y (18 to 24 year-olds) workers were brought up on computers. Technology is their native tongue and they prefer to use it on their own terms (flexible hours, working from home, work/life balance issues). How is this impacting performance management?
- Achieving competencies and productivity with diverse workers who are at different developmental stages, have different learning modes and interpersonal styles.

Studies and Surveys Supporting Coaching and Developmental Services

A study of 130 executives found that how well people handled their own emotions determined how much people around them preferred to deal with them (researched from the folks at www.talentsmart.com).

According to a survey by Manchester, Inc., a consulting firm, about six out of ten organizations currently offer coaching or other developmental consulting to their managers and executives. Coaching is now part of the standard leadership development training for executives in many corporations. In many cases, coaching is used to bolster performance of people in high-pressure stressful jobs. While in some cases, coaching is geared toward correcting management behavior problems such as poor communication skills, failure to develop subordinates, or indecisiveness, it is more often used to sharpen leadership skills.

In a recent CareerBuilder survey, more than half of workers said they feel a great deal of stress, and 77 percent said they are burned out. Why? The main cause cited was difficulty with other co-workers, with unrealistic workload a close second.

Workers are feeling frazzled at work, thanks to a culture of heavy workloads, longer schedules, less time spent at home and fewer vacation days. What's the culprit? Workers most often blame colleagues for their office anxiety, with 16 percent citing difficult co-workers as their primary cause of stress at work.

Employee complaints about managers and supervisors center on the following. Employees leave managers who fail to:

- *provide clarity about expectations,*
- *provide clarity about career development and earning potential,*
- *give regular feedback about performance*
- *hold scheduled meetings, and*
- *provide a framework within which the employee perceives he can succeed.*

Almost every manager can increase his/her ability to retain employees by developing his/her management skills. Teaching a manager about how to value people can be more challenging, particularly if the manager doesn't already value people and their contributions.