



# City Difference Maker

Tips to help you effectively manage and lead your employees

## One-Minute Management to Motivate Employees

Have you ever avoided talking to an employee about performance because you didn't have the time? One of the more common complaints that employees have of managers is that they don't receive adequate timely feedback on their performance. Employees need to receive frequent feedback in order to grow and develop in meeting department and overall city goals. They need to know whether they are headed in the right direction or not. Quickly calling attention to something that matters may save time in the long-run.

Some of the following tips are from Ken Blanchard's book, The One Minute Manager and may help you consider ways to offer your staff consistent feedback. One-minute praising, coaching and reprimanding don't require a large investment of time, and proper execution can lead to significant performance maintenance and improvement.

To move your employees closer to their performance goals, you need to let them know when they are headed in the right direction. Have you ever ignored the opportunity to praise an employee because you did not think the action truly warranted a compliment?

**Praising:** Praising people for doing something right is great for motivating them to repeat what they did well. Many people want that positive feedback and will continue to seek your approval. The best part of using praise to motivate those that you supervise—it's easy! Follow these easy tips to properly praise those you work with:

- First, be genuine. Don't praise insignificant actions as staff will see through the act.
- Praise your staff immediately following a positive action or outcome.
- Tell them what they did right. Be very specific. Keep it short. You have one minute or so.
- Tell them that you feel good about what they did AND how it helps the team.
- Pause for a moment of silence to let them "feel" how you feel about what they did.
- Encourage them to do more of the same.
- Let them know that you support their continued success.

**Coaching:** The first alternative for poor performance should be coaching. Never reprimand or punish a learner—that only stops progress. The proper steps for one-minute coaching are: Wait for an appropriate time and place. Do not coach a learner when they are upset about their own behavior.

- Tell them what you thought they did wrong, be specific.
- Ask them to critique their own behavior.
- Tell them what you would do differently and why.
- Express confidence and empathy showing support for their success.

If you are dealing with someone who has performed a similar task well in the past but is now struggling, then a One-Minute Reprimand might be needed instead of coaching.

**Reprimanding:** A reprimand is a course correction on the road toward agreed on performance goals. The sooner you correct a course an employee is taking, the easier it is to get them moving in the right direction.

Using the "one minute" tactic of reprimanding for minor infractions is effective and does not take much time. Remember, that we have a formal disciplinary process for larger performance or behavioral problems and HR is available to help with those.

Follow the below tips for reprimanding employees swiftly where appropriate:

- Reprimand people immediately and in private. Never reprimand someone in front of their peers.
- Remember, the problem is the behavior not the person.
- Tell them what they did wrong, be specific. Keep it short.
- Tell them how you feel about what they did wrong, in no uncertain terms.
- Pause for a moment to let them know how you feel and allow for comment.
- Remind them that you value them. Remain firm on the issue.
- Reaffirm that you think well of them but not of the situation.
- Let them know clearly that you support their success.
- When the reprimand is done, move on. You can't successfully use this tactic if you stop talking to staff or act as though there is an on-going issue.

Successful use of these principles will keep you in touch with your employees and let them know that you will hold them accountable. It also will show appreciation for work well done. You will gain more long-term quality performance as well as the respect of those that you supervise.