



## TenStep Supplemental Paper

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### Seven Habits to Avoid

Managers may join new organizations, but they often retain their old working styles. They continue these practices as a matter of habit and are unaware of how this could adversely affect their associates. To be really effective as managers, they need to keep the following points in mind.

#### Avoid

1. **Motivation by intimidation.** The most common management approach is motivating employees by instilling in them a fear of being shouted at, public humiliation, being fired, etc. Motivating by intimidation only works in some situations and with certain groups of employees. It's preferable to use people skills to get things done.
2. **Not knowing associates.** Whatever happens in the personal life of an employee affects his work life as well. An effective manager knows enough about his associates that he/she is able to understand what motivates them.
3. **Not being open.** Some managers believe that there is just one way to do things right, and that one way is their way. Not being open to employee suggestions and ideas stifles their creativity. Such a closed attitude prevents new and better methods from being implemented.
4. **Negative expectations.** Many managers are convinced that employees are untrustworthy, sneaky and lazy. This causes them to constantly monitor employees and treat them like children. This in turn adversely affects employees.
5. **Not communicating.** During their yearly performance appraisals, many employees are shocked to learn about some performance standards that they were not aware of previously. Ineffective managers withhold a lot of important information from employees and then use employee non-compliance to those standards against them, during appraisals.
6. **Viewing management and employees as separate entities.** Ineffective managers tend to strongly believe that they alone constitute the management, excluding employees from decision-making. They fail to realize that managers are as prone to making errors as anyone else, and only organizations that admit their management errors stand a chance of survival. Ineffective managers fail to see the synergistic relationship between management and employees.
7. **Creating a negative work environment.** Managers are instrumental in shaping the future of an organization through the kind of culture they propagate. This helps to decide how other employees view coming to work (whether they look forward to it or dread it).