

So, what if the scores are low?

(Top Ten Suggestions)

1. [Subject] treats everyone with respect.

There is an old adage that suggests, "we should treat everyone the way we expect to be treated." Frankly, that just doesn't work well. If someone expects to be treated poorly, that rolls down to those they treat - they tend to treat others poorly. This may sound out of the box, but it doesn't hurt to just ask people. "If I were to treat you with respect, what would that look like and sound like to you?" Pay attention and try to treat others, as **they** would like to be treated and forget about your own expectations in the process. See how that works for you before you take another approach. It is always good to remember that **MY** expectations will be influenced by **MY RGB** color. Ask!

5. [Subject] uses clear language.

This is tough. We are all steeped in a language that we grew up with and have used repeatedly our whole lives. Everyone's language base is slightly different. Especially through an RGB filter, we come to realize that the choice of words is very different - RED is precise, BLUE is more generalized. What I use is not necessarily, what I get from others. Add to this the fact that the vocabulary of a college graduate is not necessarily the same as the vocabulary of one with far less formal education. Language is also based on gender, generations, geography, and many other criteria. Naturally, tone is important. People pick up on subtle inferences in delivery. SLOW DOWN! THINK ABOUT IT!

8. [Subject] helps employees develop skills.

Recommendation: Perform an RGB-MTT (T3 Manual, Tab 6) for your work group.

Naturally, the best it could be is that employees be assigned work that, on the whole, they find to be enjoyable and have a natural inclination for doing. One step in helping others develop skills is to know their RGB predisposition and try to coordinate tasks with their natural talent. Second, it is important to have an accurate description of the work to be done by each individual in the workforce.

Recommendation: If SOP's have not yet been developed for your area, this task will feed into that requirement (See Team A and B recommendations - Written Guidance, Clear Guidelines, Consistent Decisions). Create an SOP that covers the job and the skills required to complete the task.

9. [Subject] recognizes accomplishments on the job.

People like to have their labor/effort acknowledged in some positive way (not just negatively). Praise, when it is warranted, is a powerful motivator as well. Anyone in authority over the work of others who does not acknowledge work accomplished and praise work that goes beyond the minimum standards is missing an opportunity. Certainly individual acknowledgement and praise is worth doing, yet collective accomplishments are also worth broadcasting.

20. [Subject] encourages an orderly work area.

People in organizations thrive on work patterns, yet they are difficult to detect and design if the patterns are buried in the routine "clutter" that creeps into every workspace. It is also true that subordinates will take their "cues" from the boss. First, create your own orderly workspace. Inform those that must interact with you what the patterns are that are represented by the order you create. Second, carry that one step further. Give people that work for and with you the time to get organized. Even if there is only a once-a-month hour that is dedicated to creating and sustaining order, that will be a giant leap forward for many. Generally, Blues and Greens will be less apt to thrive on order, while Reds will welcome the opportunity (if they are not already well organized).

23. [Subject] admits mistakes.

Anyone who makes mistakes (and we all do make mistakes) and avoids admitting it, will be less likely to be included in the important flow of information that is necessary for the organization to thrive. If the boss fails to admit mistakes, subordinates will be inclined to think that something is being withheld and they will tend to withhold as well. By admitting mistakes, supervisors are viewed as more human, more open, and more understanding. These are all attributes that subordinates welcome in their LMS relationships. For your information, Blues tend to be more open about mistakes; Greens tend to admit the mistake but want to explain it, while Reds making a mistake will likely not believe the mistake is a mistake at all.

29. [Subject] is prepared to challenge the decisions of more senior managers even when it is difficult.

Sometimes organizations are broken and the flow of information does not make it to the decision-maker. On the one hand, subordinates want their first line supervisors to be more vocal, especially when supervisory comments benefit them. The supervisor's superior (boss) may want comments but not know how to elicit comments when needed, versus suppress comments when the issue is already decided. Candor is often a difficult path to establish. Often the most difficult position to be in is that of a front-line supervisor or middle manager who must decide what is good for the organization, good for the boss, good for the

subordinate, and good for one's own career. A frank dialog about open communication must start between you and your next higher authority and be cultivated over time. The best approach to this "stalemate" is for the "offeror" of information to ask genuinely, if it is desired. "I have some information that might well improve this decision. Do you want to hear it at this time?"

31. [Subject] invites me to participate in the planning of my work.

When a supervisor makes all the decisions for an individual subordinate without including that person, the person feels done TO and opposed to done WITH. The difference may seem minor, notwithstanding the influence of authority, but it becomes major at some point in time. The premise of decisions being made as close to the work as possible incorporates the influence from someone actually doing the work. Asking people for their input is important. Closing the loop with those who provide you with information is critical to getting their support the next time you ask. In many cases, the dialog is more important than the decision. Additionally, subordinates learn about the organization and how decisions are made if they participate in the decisions being made. Remaining isolated from these fundamental processes is counterproductive. Depending upon the number of subordinates a short monthly or quarterly meeting is appropriate to exchange information of all varieties. Put these meetings on the schedule and stick to them so that communications and good will flow in both directions.

33. [Subject] asks for feedback to improve performance.

When people ask for feedback from subordinates, peers, and superiors alike they will eventually get information that will cause them to improve their performance. Just the asking will generally have a positive impact. Expect that in the initial asking you will get minor feedback that will do you marginal good. Remember, that it is always good to know the RGB predisposition of the person providing that information because the information you get will be filtered by those colors. Keep asking and be appreciative of what you get. It will take time for those who provide you with feedback to be of real value. At first, you may have to be pointed about specific events - "Did that meeting go well for you? Did you get any valuable information that you didn't already have? Have you ever had trouble getting what you need to do your job?" When someone gives you feedback, be sure you understand what he or she is trying to say without it appearing to be a pushback. If you ask for feedback in writing, try to do it so that it is obviously going to be anonymous - ask a lot of people at the same time - like an MSF Survey.

34. [Subject] is aware of different perspectives.

When possible provide those who work for and with you a summary of what you think is true about some important event or condition. This lets them know that you have the information you need or that some information needed may be missing from your awareness. The most important result of others knowing your balanced perspectives is likely to be confidence in your judgement rather than being suspicious of a potentially self-serving perspective. Of those two alternatives, confidence is the better. For sure, the RGB perspectives will likely be different even when considering the exact same situation or condition. In the absence of alternative perspectives, just ask.

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