



## **TIP OF THE WEEK**

November 27, 2007

When we poll employees, we routinely find that the majority don't feel they get either enough recognition or praise for good work, or that someone has reviewed their progress recently or worked with them to define the path of where they're going. As managers, we pay lip service to the importance of coaching and mentoring those who work for us, but we spend very little time actually doing it. In my judgment, the correct number of direct reports would be five in an office environment. Any more, and the task of effectively mentoring becomes impractical.

It's critical for us to meet with our direct reports on a regular basis to ask them how they're doing and to provide them feedback. Feedback, I guess, is the hard part because nobody likes to give bad news and we avoid it; therefore, we avoid the feedback part as well. A formal appraisal process ought to happen certainly no less than once a year and probably twice a year, but informally we should meet with our employees to discuss their last review. You know I'm right. Just start doing it.

Good luck. Work **ON** your business. Stay in touch.

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