

# Employee Relations & Diversity

## 9 Techniques to go from a Good-to-Great Manager

What separates good supervisors from great ones? No. The answer is not how much they're paid. Experts at the University of Maryland say that supervisors and managers get great and stay there by adhering to – and striving to perfect – some fundamental practices that boost their status with their staffs and set the stage for getting the work done.

These experts say great managers:

1. **Understand their first priority** is maintaining good relationships with employees. It is only through these relationships that the second priority, getting the work done, can be accomplished.
2. **Communicate clearly** and do not assume others automatically know what's needed or desired.
3. **Catch employees doing something good.** This helps build self-esteem and self-confidence, the hallmark of a good employee.
4. **Take the time to listen.** Relax the person and don't interrupt. Empathize, paraphrase and ask open-ended questions.
5. **Act calm and mature.** Emotion is fine, and can move people to act when needed. But overreacting too often isn't helpful.
6. **Act confident** and are able to express it and infect others with the same hope and confidence about their abilities to get the job done.
7. **Coach, teach and evaluate.** All three are time-consuming, but in the long run, they're worth the effort by building better people.
8. **Are not afraid to delegate.** The biggest mistake managers make is believing they have to do it all themselves.
9. **Are fair.** While fairness may mean different things to different people, no manager wants to be deemed unfair.

For additional information, please visit the University of Maryland's web site: [www.health.umd.edu/fsap/supervisor.html](http://www.health.umd.edu/fsap/supervisor.html), or you may call Dr. Martha Williams on extension 5580.