

The Top 10 Mistakes Managers Make



Introduction

Being a manager of people isn't easy. In order to communicate your company's vision, marshal resources, and achieve results, you have to be both tough and compassionate.

In many cases, the primary reason someone is promoted to management is because of their success as an individual contributor. However, the skills that define individual success are not the only ones required of an effective leader. Without those extra layers of knowledge and skill set, it is not surprising that some managers aren't as effective as they could be.

In the following pages, we'll identify the Top 10 Mistakes Managers Make and share insights on how to avoid them. Honing your skills in these areas will allow you to become a more effective manager, handling tricky situations with ease and minimizing risk to yourself and your company.

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1

Hiring Missteps

It is hard to find good employees these days. You may think: I'm short-staffed; I'll just hire someone and then fire them if it doesn't work out and get somebody else. However, that is not a good strategy.

Depending on the position, the cost of a new hire can be thousands of dollars.

Here are some expenses to consider:

- + Recruitment costs
- + Referral or hiring bonus
- + Time spent interviewing
- + Payroll costs
- + Employee salary
- + PTO payout to the worker that leaves
- + Overtime for workers covering during the job search
- + Staffing agency
- + Equipment and time spent setting it up
- + Time spent training
- + Unemployment claim
- + Potential legal claim
- + Lowered morale for the rest of the team

In order to avoid a costly mistake, there are several areas you can examine to improve your chances of hiring the right individual from the start. Before you begin advertising the position, think critically about the role itself. **Ask questions such as:**

- + Is this role required or can some of the tasks be spread out among the team?
- + How does this job align with current business needs?
- + Should the job description be updated to reflect changes in the role?

In order to find the right candidate, it is critical to have the position clearly defined before you begin recruitment.

Recruitment and Culture

Speaking of recruitment — How about taking a look at internal candidates? This eliminates many of the costs associated with hiring. Plus, it may allow you to retain an excellent employee who is looking for a new challenge.

When considering candidates, the importance of culture cannot be overlooked. Each business has its own set of norms and needs. For example, if your company is highly collaborative, yet your candidate is used to working alone, you may find misalignment. Perhaps you find that your candidate for a highly interactive customer service role is extremely introverted; this may present a mismatch. Or maybe you work for a startup where everyone must roll up their sleeves and work in an environment where processes aren't yet clearly defined. It is critical to validate that your candidate understands expectations or you risk hiring someone who will not reflect the company's values and behaviors.

Interviewing Techniques

Before an interview, review the job description and the list of questions you will ask. You should have a standard set of questions to ensure consistency across candidates. Of course, you can probe further as needed based on answers but job-related questions should be standardized for comparison sake.



Be aware that you may unwittingly put yourself at risk for a discrimination suit based on certain topics. Questions about marital or family status, religion, or age can be problematic. Asking about criminal history or prior salary is illegal in some states. It's important to know the applicable laws in your location and remain focused on job requirements, qualifications, and abilities. Take time to consider how you are phrasing your questions to ensure you are being as sensitive as possible. Here are a few examples:

- + Instead of asking if an individual has childcare, confirm that they are able to work during the specific hours required.
- + Instead of asking about previous injuries, confirm that they can lift the specific weight required for the job with or without reasonable accommodation.

Onboarding and 90 Days

Onboarding is how new hires integrate into your company. It starts when they accept the job offer and continues several weeks after their first day on the job.

Orientation is a key step in the process. It allows you to set clear expectations about the position and it gives the new hire a chance to ask questions and voice concerns. During this time, you should ensure they have everything needed to do their job. It is also a good time to offer training on processes and tools. Assigning a new hire to work alongside a seasoned employee is also a great way to help them get acclimated.

When it comes to employee retention, the first 90 days are a crucial time for a new hire. You'll want to have several check-ins and coaching sessions during this introductory period as they get up to speed on their responsibilities and adjust to your team and company. You may even opt for a formal 90-day review. Most importantly, you'll want to spend quality time with them during their first few weeks to ensure they are set up for success.

Bottom line:

Hiring the wrong person can be a costly mistake, but taking a thoughtful approach to recruiting, hiring, and onboarding will help mitigate the risk.

2

Lack of Professionalism

Managers are held to a higher standard than other employees. After all, you are a role model. Those in your organization — from staff members to leadership — expect you to behave in a professional manner. Here are some of the key areas to explore and skills to bolster.

Personal Image

As a manager, you represent the company. As such, your personal image matters in the workplace. It should be easy to follow common-sense rules like making sure to bathe, avoiding heavy perfume or cologne, and dressing appropriately.

To take it a step further, consider the message you are conveying with your style and whether it matches your work aspirations. You don't have to conform to a specific style or trend to be appropriately dressed. Instead, use your role models within the organization or your boss as a guide for what is appropriate.

Gone are the days when a suit and tie are standard workplace attire. Now, offices tend to be more casual and permissible, placing more responsibility on individuals to choose proper clothing. Managers should be keenly aware of their environment and dress for the day ahead. If you're meeting a client, you'd choose something polished and professional, whereas, on a casual day, you might choose jeans. In addition to following your company dress code, as a manager, be aware that you set the standard for your team.



Another important element of your personal image is the way you communicate. Through body language, as well as verbal and written communication, you project qualities about yourself that can be construed as either professional or unprofessional. Smiling, a firm handshake, and making eye contact shows you are approachable and confident. Reigning in emotions when you are upset demonstrates maturity.

When speaking, be mindful of your tone of voice, and steer clear of offensive jokes or flirtatious comments.

For written communication, the end goal is to be clear and easily understood. Select your level of formality based on your audience. Always check for spelling and grammar mistakes, and limit your use of emojis.

Critical Thinking

Employees look to their manager to set an example regarding adherence to company policies, attitude toward upper management, and treatment of others on the team.

As a manager, you represent upper levels of leadership to employees and sometimes you must make or carry out unpopular decisions. On the other hand, you also represent your employees' interests to leadership. It's important to balance these objectives.

You can be confident in your ability to work with your employees but also know when to engage with HR such as for a harassment complaint or request for accommodation. Some questions are easily answered in your Employee Handbook, but more complicated issues should be taken to HR.

When you are exposed to sensitive information, your duty as a manager is to be discreet and maintain confidentiality. In addition to knowing what you can and cannot share, you must also be mindful of how you communicate sensitive information.



It all boils down to critical thinking. As an individual contributor, you were responsible for a singular set of tasks. As a manager, you must be able to see the bigger picture and different points of view.

A manager's mindset is that of a detective, searching for answers. The business relies on you to visualize the workflow of your area, devise ideas for improvement, and think of the impact on other departments. **Here are just a few questions you should be asking:**

- + What makes the organization successful?
- + What processes work and which need improvement?
- + What are the business priorities?
- + What should you focus on?
- + What resources do you need?
- + How can you proceed successfully even without the resources you need?



Time Management

Benjamin Franklin said that time is money but he didn't go far enough. Time is worth more than money. If you lose money, you can make more but you can't make more time.

As a manager, you are responsible for allocating company resources, including time, to the most important priorities. This often means juggling short-term and long-term goals with overarching business needs.

Before unexpected items pop up and you're consumed with putting out fires, **here are a few recommendations for managing your time:**

- + Do the most important work first
- + Set aside quiet time to review plans and update them
- + Break large projects into smaller steps with deadlines
- + Block time in your calendar to concentrate on a project
- + At the end of the week, make notes for the next week
- + Use checklists or templates to stay organized
- + Track your time to see how it's spent
- + Schedule a few times during the day to check voicemail and email instead of doing so continuously
- + When leaving a voicemail, let them know when you are available to receive a return call
- + Keep emails short
- + Sometimes a quick call or visit is more effective than an email

To make the most of your work hours and those of your team, a little planning goes a long way.

"Time is money."

— Benjamin Franklin



“What people hate most is indecision. Even if I’m completely unsure, I’ll pretend I know exactly what I’m talking about and make a decision.”

— Anna Wintour, Editor in Chief, Vogue magazine

Decision Making

Sometimes you have to make decisions under pressure and tight deadlines, without the benefit of complete information. Although this is likely an uncomfortable situation, taking a logical approach will make the process easier.

First, take a step back and identify the issue. Gather the facts available. Then, start running through the pros and cons of solutions and delineate possible alternatives. Finally, make your best decision based on what you currently know and be ready to reevaluate if additional information comes to light.

Delegation

Delegation is an important part of leading a team. It can be extremely beneficial for employees, as exposure to new challenges provides developmental opportunities. However, if not carefully considered, delegation can create confusion and even resentment.

First, consider who has the knowledge, interest, and time to complete the task. In some cases, a new person with enthusiasm could be better than an experienced employee who’s overworked or unmotivated. Remember, individuals sometimes shy away from new tasks because they’re worried they won’t succeed. This can be a great opportunity to build their confidence by encouraging and supporting them.

When first delegating a task, be sure to provide sufficient training and confirm that the employee understands your expectations. Keep a close eye on their work, provide coaching, and make allowances for their learning curve. Once they get the hang of it, you can reduce your oversight and empower them to continue.

Lastly, you’ll also want to think critically about which tasks to delegate based on their importance and complexity. Remember as a manager, you are still responsible for the failures of your team.

3

Not Knowing Basic Employment Law

Employment law is complicated. Although there are a few federal laws, many states and even municipalities have their own regulations. As a manager, you need to have a basic understanding of these laws, the interplay between them, and when to reach out to HR for help.

We have highlighted some of the most important employment topics below to help build your base of knowledge, but be aware that we are only touching the surface. Laws are constantly evolving so it's important to stay tuned to changes.

Wage and Hour

The Wage and Hour Division of the U.S. Department of Labor was formed with the enactment of the Fair Labor Standards Act of 1938. This federal law establishes the minimum wage, overtime pay, recordkeeping, and child labor requirements.

Law: Fair Labor Standards Act (FLSA)

- + **Minimum Wage:** The current federal minimum wage is \$7.25 per hour, but some states and local governments have enacted their own. For example, in 2020 voters in Florida approved a constitutional amendment to gradually increase the state minimum wage until it reaches \$15 per hour in 2026.
- + **Overtime:** Non-exempt employees who work more than 40 hours in a workweek receive overtime pay.
- + **Recordkeeping:** Businesses are required to keep track of hours worked and wages earned, so timesheets or a time clock are necessary.
- + **Child Labor:** Individuals under 18 years of age are restricted in the hours they can work and the type of jobs they can perform.



Another key concept is that of exempt and nonexempt employees.

Exempt Employees:

- + “Exempt” means exempt from minimum wage and overtime provisions of the law
- + Typically paid a fixed salary, must meet certain requirements for an exemption
- + Can't pay them less for working fewer hours (limited exceptions)

Non-Exempt Employees:

- + “Non-exempt” are covered by the minimum wage and overtime provisions of the law
- + Required to keep track of the number of hours worked regardless of the method of pay
- + Pay time and a half for hours worked over 40 in a week

As a manager, it is critical to ensure that non-exempt employees report the hours they work.

Quiz

Question:

Will is in a nonexempt position. He worked five hours of overtime that had not been pre-approved. What can you do about it?

1. Pay the overtime and review Will's workload
2. Have him leave five hours early next week vs. paying overtime
3. Dock his pay and write him up

Answer:

#1 Check in on Will and find out why he had to work overtime and adjust his workload if necessary.

If there are still days left in Will's workweek, you could also consider adjusting his schedule to ensure he doesn't exceed 40 hours overall. Note: #2 is incorrect because reducing Will's hours during a different workweek, instead of paying overtime, would be in violation of the FLSA.



Sexual Harassment / Discrimination

Title VII of the Civil Rights Act of 1964 was enacted to protect against harassment and discrimination in employment at the federal, state, and local levels. The Equal Employment Opportunity Commission (EEOC) is the federal agency responsible for enforcing the federal laws and statutes related to the law.

Employment discrimination is prohibited by Title VII for the following reasons:

Law: Title VII of the Civil Rights Act

- + Race
- + Color
- + National Origin
- + Sex (including pregnancy, sexual orientation, and gender identity)
- + Religion

If an employee comes to you with an allegation of harassment or discrimination, **take it seriously**. Refer to company policies regarding the issue and reach out to HR for help.

Quiz

Question:

A new vendor representative has made a couple of advances toward your employee Britney and she mentions how uncomfortable it is for her to work with him. How should you respond?

1. Tell her to flirt to get a discount
2. Tell her you're too busy for this
3. Report it to HR immediately

Answer:

#3 Report it to HR immediately.



Disability

The Americans with Disabilities Act (ADA) of 1990 prohibits discrimination based on a disability — a physical or mental impairment that substantially limits a major life activity. Almost every aspect of work is included among the employment practices addressed in this law.

Law: Americans with Disabilities Act (ADA)

- + Disability is a physical or mental impairment that substantially limits a major life activity (such as working, seeing, hearing, walking, breathing, or learning)
- + Employment practices include recruiting, hiring, firing, training, job assignments, promotions, pay, benefits, layoffs, leave
- + Reasonable accommodation to perform the essential functions of a job
- + Interactive process

Employers must provide reasonable accommodations to employees or job applicants with disabilities unless doing so would cause significant difficulty or expense. Additionally, employers are also required to engage in an interactive process where they dialogue with the individual about the disability and potential options for reasonable accommodation.

Examples of reasonable accommodation required under the ADA may include:

- + Job restructuring
- + Modifying work schedule
- + Acquiring or modifying equipment
- + Reassignment to a vacant position
- + Making existing facilities readily accessible
- + Providing leave under certain circumstances
- + Permitting use of accrued paid leave or providing additional unpaid leave for necessary treatment



Leave of Absence

The Family and Medical Leave Act (FMLA) of 1993 is a federal labor law requiring covered employers to provide employees with job-protected, unpaid leave for qualified reasons. It only applies to covered employers: companies with more than 50 employees in a 75-mile radius. Some states are also beginning to develop their own leave programs.

Law: Family and Medical Leave Act (FMLA)

- + Grants certain employees of covered employers up to 12 work weeks of unpaid job-protected leave each year (26 weeks for military caregiver leave)

Leave is granted for:

- + The birth of a child and to bond with the child within one year of birth
- + The placement with the employee of a child for adoption or foster care to bond with the newly placed child within one year of placement
- + The care of a spouse, child, or parent with a serious health condition
- + A serious health condition that prevents the employee from performing functions of their job
- + Any qualifying exigency arising out of the fact that the employee's spouse, child, or parent is a military member or covered active duty
- + Care for a covered service member with serious injury or illness if the employee is the spouse, child, parent, or next of kin of the service member (military caregiver leave)



Quiz

Question:

Michael originally thought he would only need two days off for surgery. But, he calls you on his second day out and says he'll be out for five more days. What should you tell him?

Answer:

This is a little more serious than just needing two days off. He could use vacation or sick time, but you definitely need to involve HR in the decision. At this point, he may need a leave of absence; FMLA may be triggered.



Retaliation

The Equal Employment Opportunity (EEO) laws prohibit retaliation—such as punishing employees for asserting their rights to be free from discrimination and harassment.

Each year the Equal Employment Opportunity Commission (EEOC) receives thousands of allegations of harassment and discrimination related to disability, race, sex, and age, but retaliation remains the top charge filed.

Retaliation for raising a claim or concern must be strictly prohibited. You should also take care to ensure policies are in place and employees are aware of protocols for reporting discrimination, harassment, and retaliation.

Quiz

Question:

Can a manager be held liable in his or her individual capacity?

Answer:

Yes. Managers may be sued in an individual capacity for many employment law violations or overtime issues. For example, they might be liable if they make an employee work off the clock or if they knew about sexual harassment issues and did nothing. Managers should do everything possible to maintain compliance.



4

Managing Everyone the Same

A one-size-fits-all approach to management isn't very effective. Different employees have different needs, so it makes sense to flex your management style and change your approach depending on the situation.

Author and business consultant Ken Blanchard developed a model for situational leadership, encompassing four basic leadership styles. Remember, the key is to choose the leadership style that will be most effective in the given situation with each individual.

- + **Directing:** Give instructions and monitor performance.
- + **Coaching:** When mistakes arise, provide corrections or retrain.
- + **Supporting:** Provide encouragement for a skilled worker who lacks confidence in the task.
- + **Delegating:** Minimal supervision is required because the worker has the expertise to work autonomously.

Situational Leadership in Practice

Newly Hired Employee: You are likely to use a directing style. Since this individual is new to the organization, they will need specific instructions and frequent competence check-ins. If mistakes are made, you'd use a coaching style to help develop their skills.

Experienced Employee: With a tenured employee, a directing style is likely to make them feel micromanaged. After all, they know how to do their job. On the other hand, if they are taking on a new task, you may need to apply a directing style until they master it. It is also possible that an experienced employee will begin to struggle, which could require a coaching style.

Bottom line:

For the best results, diagnose the situation and choose the leadership style that is most appropriate for the situation and person.

5

Poor Communication

The importance of good communication between a manager and employee cannot be understated and it all starts with accessibility.

If your team comes to you with questions and your standard response is “not now,” rest assured they will stop coming and that is where communication will cease. Instead, you can encourage an open dialogue by maintaining an open-door policy. Taking the time to walk around and speak with employees in their own environments or engage in informal hallway chats can go a long way toward building stronger relationships.

Whether you have a daily huddle or weekly departmental meeting, be sure you are frequently providing training and encouragement to help the team succeed. When possible, provide your thoughts and rationale for decisions to help keep employees informed, build trust, and foster an open dialogue.

When providing feedback to employees, it’s important to distinguish between coaching for success versus coaching for improvement. Coaching for success is a proactive measure that provides employees with encouragement and support as they work through challenging situations. Conversely, coaching for improvement is a reactive measure that is meant to correct behaviors or performance concerns such as missing work, use of the internet for non-work purposes, or customer complaints. Keep in mind that it is important to balance corrective with positive feedback, and never deliver corrective comments in a public setting.

Communication doesn’t just flow one way; it requires active listening by the receiver. If they know you’ll listen, they will be more likely to contribute and share ideas in the future. Being receptive to what employees have to say shows that you are truly interested. It requires putting aside past feelings and experiences in order to focus on the message being delivered at the moment. Give your full attention and respect to the individual and let them know you are listening.



6

Keeping Your Head in the Sand

As a manager, you need to know the difference between a gripe and a complaint. There are times when an employee is having a bad day and just needs to vent. But if an employee mentions a very real problem, don't put your head in the sand and ignore it.



Complaints

When a complaint arises, an investigation should be conducted immediately so that necessary action can be promptly taken. This means reaching out to HR in many cases.

An employee complaint is a sensitive matter for all parties involved. If a complainant asks to remain anonymous, let them know that may not be possible. Under a number of laws, confidentiality cannot be guaranteed, such as with a sexual harassment complaint. On the other hand, you can assure the complainant that you will maintain confidentiality as much as possible and handle the complaint with the utmost discretion. It is also important to take all steps necessary to prevent retaliation.



Conflicts

Although workplace conflict usually has a negative connotation, there are also potential benefits.

Pros:

- + Get issues out in the open
- + Stimulate creative solutions
- + Promote healthy competition
- + Encourage growth and change

Cons:

- + Lower productivity
- + Hurt morale
- + Promote bullying or even harassment

Whether the outcome of a workplace conflict is constructive or destructive largely depends on the way in which it is managed.

Because employees have different personalities, perspectives, and work styles, it can be difficult for them to understand their co-workers. Perhaps one employee feels that they pick up the slack for an employee who is always late. Maybe another employee perceives that they have more work to do than others, when in fact, they just aren't working as efficiently. Even congenial co-workers may find themselves involved in conflict during times of stress, overwork, or burnout.

While it may seem that some conflicts are trivial, it's important to address them anyway. Small issues that are left unmanaged can lead to resentment and a major crisis down the road. Instead, encourage your employees to speak openly while you listen attentively. Help clarify roles and responsibilities, clear up misunderstandings, and offer solutions. By emphasizing mutual respect, you are likely to find common ground for understanding.

Compliance

Remaining in compliance with laws and regulations helps organizations to avoid penalties, fines, and lawsuits while offering employees protection from unsafe working environments and unethical or illegal behavior.

As a manager, you play a key role in maintaining compliance by spotting issues as they arise, or even before they arise. Being aware of the laws governing employment and safety in your location is critical. You should also be familiar with your company's employee handbook and standard operating procedures (SOPs). And, when in doubt, reach out to an expert for help.



7

Poor Documentation

Documentation is a written and retained account of an individual’s employment events. The record is factual, not opinion-based, and provides a recap of notable interactions, incidents, and recognition. It is used to support crucial employment activities such as promotions, pay raises, corrective actions, or even termination.

As a manager, poor documentation can have serious consequences. If an employee perceives unfair treatment and files a legal claim, proper documentation will be critical to the defense. And remember, it sometimes takes months or potentially years for an allegation to come to light, so maintaining documentation over time is also necessary.

Documentation is especially important in these areas:

- ⊕ **Performance Management:** Document ongoing communications with an employee throughout the year as you set expectations and provide coaching. When you meet for a formal performance review, share the performance review document and discuss it.
- ⊕ **Corrective Action:** Corrective action is the act of addressing and attempting to correct inappropriate behavior. If you terminate an employee without documentation, you leave the “real reason” for dismissal open for debate. Even verbal warnings should be noted and escalated to written warnings to create a paper trail.

When you are ready to document an event, remember to do so objectively. This means leaving judgment and opinion out of the record. Instead, think of the acronym “FOSA.”

F	Facts	What, When, Where, Who
O	Objectives	Define expectations
S	Solutions	Determine the best course of action
A	Actions	Consequences



Here is an example of FOSA in action.

- + **Facts.** Shawn was late for a shift on Monday, Tuesday, and Wednesday by more than 20 minutes without calling or texting his supervisor.
- + **Objectives.** Shawn is expected to be at work on time and to call or text his supervisor if he's going to be late to meet the expectations of the company attendance policy.
- + **Solutions:** Shawn could get up earlier or leave home earlier to better handle any traffic delays.
- + **Actions:** Further corrective action may happen if Shawn does not meet expectations for the company attendance policy.

Quiz

Question:

Luis has been with the company for a month and while he was off to a good start, he used profanity and slammed the phone down this morning. The shift supervisor told him he needed to keep it down and be professional, but Luis just walked away. Your boss also happened to walk by when this happened and wants to know how you will handle it.

What documentation would be important in this situation?

Answer:

First, have a conversation with the shift supervisor about what happened. You'll need those notes so you can talk with your boss about the situation. Perhaps a strong verbal warning would help Luis understand expectations. If he was rude to a customer or a customer overheard his behavior, it probably wouldn't be just a verbal warning. It's likely you would document what happened to Luis.



8

Minimal Support for the Team

“I’m the boss, now you guys do the work.”

If you’ve known a manager to take this approach, you’ve probably also witnessed employees’ resentment and frustration regarding the behavior.

As a manager, you are in a position of authority, but don’t let it go to your head. Good managers practice situational leadership with their teams to determine when to get involved and when to get out of the way.

Managers have an enormous impact on those they supervise — for better or worse. For example, a manager who carelessly dumps work on the team without clear instructions sets them up for failure. Employees in this situation usually feel confused and demoralized, leading to increased turnover.

On the other hand, a manager that provides the appropriate type of support helps the team thrive.

Here are some of the ways managers can provide support to their teams:

- + Analyze issues and come up with solutions
- + Remove obstacles and fix problems where you can
- + Assist employees with reaching their job and career goals





Mental Health

Mental health concerns such as depression, anxiety, stress, and burnout don't just impact employees' personal lives; they affect the workplace, too.

Some of the consequences of poor mental health include:

- + Increased absences and costs
- + Decreased job performance
- + Strained relationships with co-workers

One way managers can support team members is by looking out for their mental well-being and recognizing when someone is having more than just a bad day. By responding sensitively, managers can make it easier for employees to get the help they need to feel better.

Depending on the circumstance, a referral to an Employee Assistance Program (EAP) may be the right course of action. Other times, implementing a flexible work schedule or promoting work/life balance might do the trick. In any case, managers must be mindful of complying with laws that may apply to an employee dealing with mental health challenges such as the ADA and FMLA.



9

Lack of Recognition

It's easy to get caught up in the daily routine and forget to recognize the contributions of team members. As a manager, this is a serious misstep. In order to retain high performers and motivate employees toward excellence, recognition is crucial.

What are the benefits of recognition?

- + Important for sustained high-level performance
- + **Motivation to improve performance**
- + A cost-effective way to impact the bottom line

If you're wondering how recognition positively affects the bottom line, it starts with employee behavior. Recognition demonstrates that an individual is valued and those who feel appreciated tend to treat customers better and stay with a company for a longer period. Reduced turnover and improved customer service directly improve bottom-line results. Best of all, it doesn't cost anything to say "thank you" or "job well done."



There are tons of ways to recognize an employee — from low or no-cost options to those that are quite expensive. More important than the monetary value, however, is making sure that the reward matches the employee’s needs and is given with sincere appreciation.

Here are a few examples of customized recognition.

+ **Michelle** is interested in learning more about the company and would like to stretch herself at work by improving her skills.

Recognition Method: Share knowledge with her and ask her opinion on something you’re working on. If appropriate, she could attend a meeting with you or go to a meeting in your stead. You could have her spend a few minutes with individual senior leaders to learn what they do. She could mentor a new hire or participate in a webinar. You could pay for her attendance at an industry conference.

+ **Jake** has a large family and enjoys spending time with them. He also loves baseball.

Recognition Method: You could provide him with additional time off or let him leave early one day. You could provide tickets so that he and his family could attend a baseball game together.

+ **Anna** enjoys socializing and likes public recognition for a job well done.

Recognition Method: She might enjoy getting a commemorative plaque in front of others. You could include kudos to her in the company newsletter. You could invite the team to a special lunch or happy hour in her honor. Or you could present her with a certificate to her favorite restaurant.

Thoughtful gestures can go a long way toward keeping team morale high. Occasionally bringing in donuts, cookies, or fruit or letting team members leave early can have a big impact. And don’t forget to celebrate milestones like anniversaries, birthdays, holidays, and other life events.

Years after a monetary bonus is spent, your employees will remember the way you made them feel.



10

Failure to Adapt

As the business environment changes at an accelerated pace, adaptability has become fundamental to companies that want to thrive, not just survive. Therefore, the ability to adapt has also become a critical skill for managers.

The New World of Work

One of the biggest changes to the workplace in recent years is that many jobs can now be performed from anywhere. This has presented a new set of challenges for managers as they attempt to juggle various work environments and schedules.

Considerations differ depending on whether an employee works in-office, remote, or in a hybrid program. And the situation becomes even more complex if there are variations within a team.





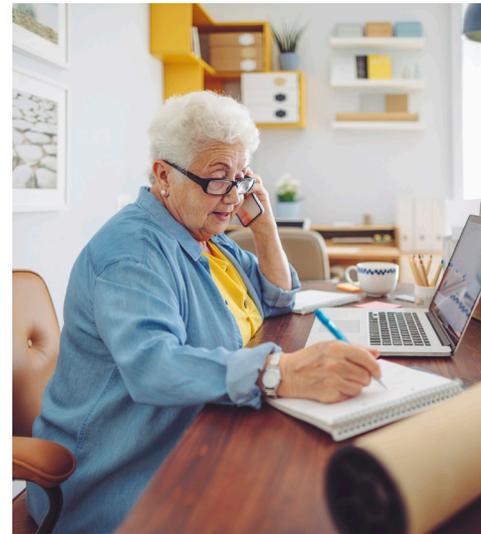
Remote Workers

Remote work opportunities have soared post-pandemic, but many companies still struggle to effectively manage remote employees. **Here are some of the factors at play:**

- + **Logistics.** Does the employee have the office supplies and equipment necessary to do the job?
- + **Security.** Are there any additional security protocols necessary to keep corporate data safe?
- + **Communication.** What can a manager do to build a relationship with a remote employee and stay connected?
- + **Culture.** How will a manager ensure the employee feels like a part of the team and the company?
- + **Recognition.** How will the manager ensure that the employee is recognized for their good work, even if they are out of sight?
- + **Productivity.** How will the manager monitor employee output?
- + **Compliance.** Are there any unique laws or regulations in their location?

With thoughtful planning and technology, it is possible to effectively manage remote employees. Business messaging apps like Slack and Teams make it possible to chat throughout the day and schedule video calls for regular check-ins.

There's no doubt that spreading company culture is more difficult with remote workers. If you aren't careful, they will feel disconnected. Scheduling lunches over Zoom is one way to encourage social time with remote employees. You might also intentionally design some collaborative activities or projects that can bring people together virtually. To strengthen the bond further, it's nice to get together face-to-face occasionally, too.



Monitoring productivity might feel tricky at a distance. Without the benefit of seeing your employee at work all day, you may feel pressure to overly scrutinize their time. Instead, fight the urge, provide clear deadlines, and focus on results.

Companies that have “work from anywhere” policies may have workers located throughout the country which means potentially different state minimum wages, meal break requirements, etc. Particularly for nonexempt employees, it is essential that they track their time to ensure they are working the correct hours and being paid properly. Be sure to understand the compliance requirements associated with your team.

The most important thing a manager can do for remote employees is to keep them in mind. Because they are less visible, it’s possible for them to be forgotten. They could miss out on recognition, promotions, and other developmental opportunities if you don’t advocate for them.

Change Management

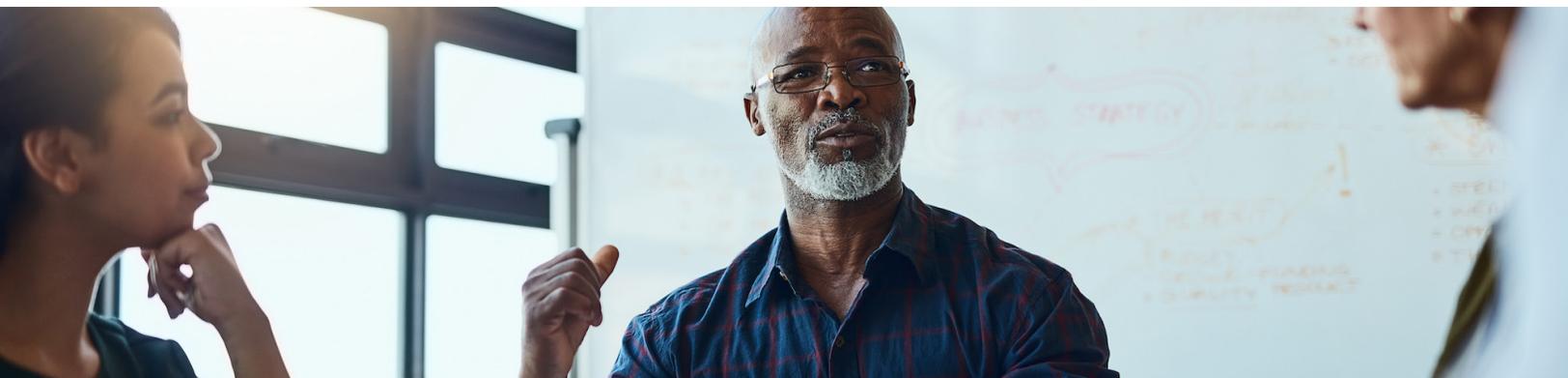
Change in the workplace is constant and inevitable, but employees respond in different ways — some are quick to accept change, while others are reluctant.

As a leader, it’s your responsibility to help employees navigate change.

Here are a few key tactics:

- + Explain the importance of the change
- + Present the rationale behind the change
- + Talk about the benefit of the change and the cost of not changing

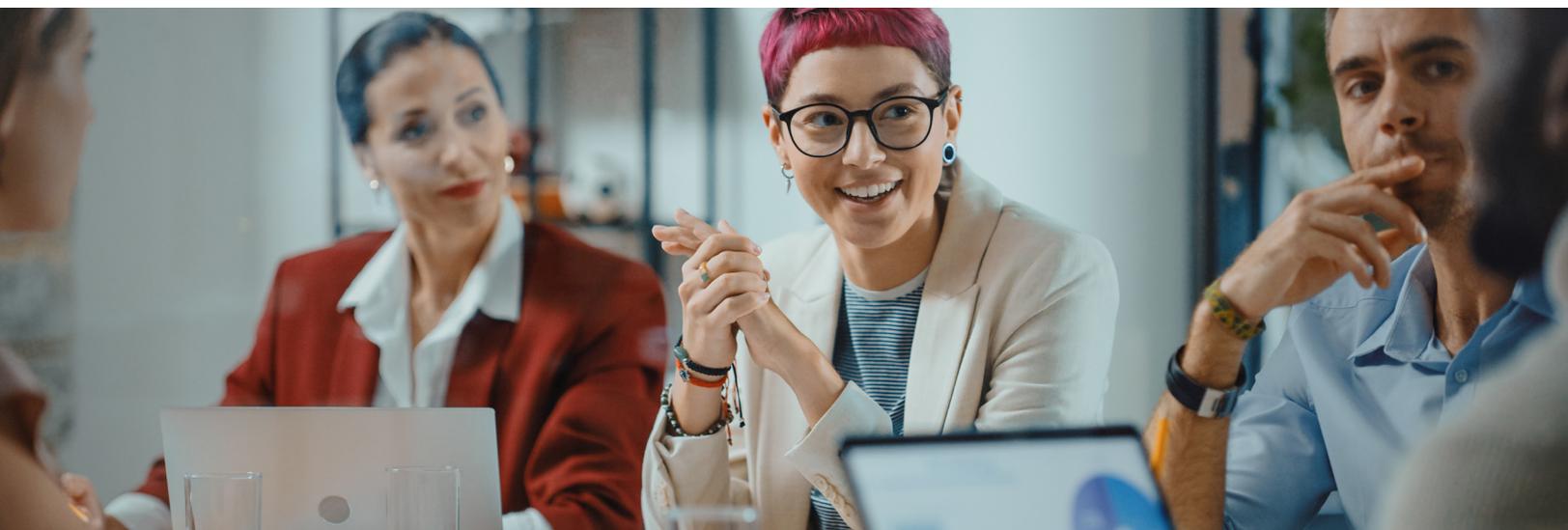
In many cases, individuals simply fear the unknown. Helping your team understand why the change is necessary and focusing on its benefits often eases concern.



Continuous Learning

The business environment is always evolving, and you'll need to evolve with it to remain effective. Staying on top of trends and developments will allow you to adopt best practices for your organization. It will also enable you to develop personally and build a more fulfilling career. Important lessons can be learned by simply remaining open to feedback, while others require a proactive approach. **Here are some things you can do to ensure continuous learning:**

- + Be willing to accept feedback
- + Value other perspectives and be willing to consider them
- + Turn mistakes into learning opportunities
- + Expose yourself to new ideas:
 - + Read articles
 - + Attend webinars
 - + Build an informal network of peers to exchange ideas
 - + Work on cross-functional teams
 - + Join professional associations
 - + Stay current on industry best practices



Why FrankCrum

Although FrankCrum clients appreciate our long and successful track record, financial stability, technology capabilities, and the wide range of services we offer, what we hear most often is that they appreciate being able to speak with a live person who gives them straight answers to what may sometimes be difficult questions.

That's the way we do business – one person at a time, one client at a time. It's literally part of our DNA as the FrankCrum family of businesses: what we call “A Family of Employer Solutions.”

Our company history began in 1981, when Frank W. Crum, Jr. and his father started offering temporary staffing services, with a deep commitment to the success of business owners. Because of that commitment, we have expanded our professional offerings over time as clients partnered with us to help them grow.

Today, that family of businesses – still owned and operated by Frank Crum, Jr. and now his son, Matt and daughter, Haley– offer HR services through FrankCrum PEO, workers' compensation and general liability insurance through Frank Winston Crum Insurance and staffing services through FrankCrum Staffing. You'll find the same operational philosophy in all three companies; Frank refers to it as “doing the right thing for the right reasons.”

It boils down to this: Running a business can be hard. Managing your human resources program shouldn't be. Let us know how we can help.

[Contact a FrankCrum Consultant Today](#)



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