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The Messenger

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A Letter from Kim

I'm going to let you in on a little secret. I work for some pretty amazing bosses--maybe even the best ones out there. When I first started working for The Mathis Group, I was a kid fresh out of college. I only had book knowledge about marketing and a basic idea of what project management was. Keith and Wanda took a chance on me, and I've been here for over 14 years. In the early years, they were very much in charge. They told me what to do, and I did it. They had more confidence in me than I did in myself. As time passed, I learned more about the industry and gained confidence in my abilities. Now, I come to them with ideas. They always hear me out, make suggestions, and let me run with them. I must admit, some of my ideas have flopped. It costs the company money without seeing a good return on our investment, and we have to scrap it. In those times, however, they never made me feel bad about it. They chalked it up to doing business. Sometimes ideas work out, other times they don't. You learn from it and move on. Other times, though, I've knocked it out of the park. When this happens, they're quick with the praise (sometime, we even go celebrate!).

It's so important that managers take the time to encourage and praise employees for their hard work. Sometimes that's all it takes to turn a timid employee into an innovative one.



Management Support is Important to Employees

Support from management is not just a matter of words. It means allowing workers to develop and use their skills and abilities. Managers inadvertently signal a lack of support when they fail to do this. Managers often fail to provide support in specific ways.

Managers sometimes send mixed messages.

We are guilty of this when we say one thing and do another. The most blatant example is hiring an employee with the expectation he or she will do one particular job and then assigning him or her to do something entirely different. This lack of support that comes from inconsistency is magnified when companies change management styles frequently or when they use autocratic approaches. An autocratic approach will undermine personal integrity and destroy team spirit. In the book How to Think Like a CEO, Debra Benton states, "Be aware of other's styles. Adapt ones that are effective and learn to deal with



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Management Support is Important to Employees cont.

those styles that aren't so effective. Every employee, customer, supplier, and boss will vary in what works best with them. Don't assume anyone is a specific type. Intelligently observe and then ask to confirm your assumptions." (Benton, D., Warner Books, 1996, p. 101)

Managers sometimes arbitrarily pull people off their assignments to take care of special projects.

This practice can cause conflict within the employees and lead to stress throughout the organization. The effect is complicated if there is a lack of communication among the individuals involved. If managers fail to consider the qualifications and ongoing responsibilities of the employee, it is easy to push the worker to the point of stress and ineffectiveness in all areas. The supervisor of the employee tapped for a special project is also affected. Consider the message that is sent to a supervisor when a high-ranking manager frequently assigns an employee under the supervisor to a special project. If the supervisor is the last person to find out about the action, he or she feels devalued and out of the communication loop.

Managers take authority from employees.

Management demonstrates a lack of support when they remove authority from the employee. Many managers are not aware of the effect this can have on workers. When we strip our employees of power, we limit the expertise available to make the project successful. We also undermine the self-esteem of the worker.

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Oct 23-26	Springfield, MO
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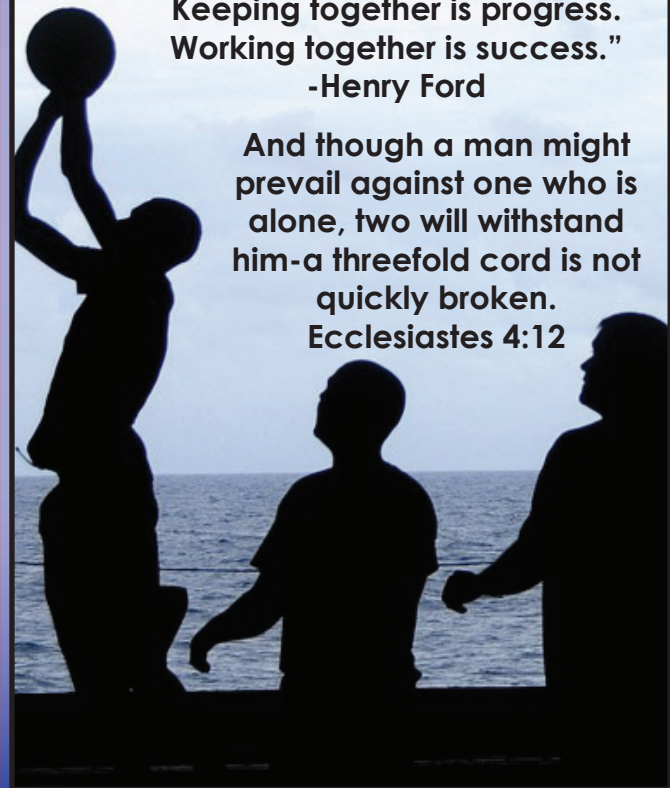
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Truth

"Talent wins games, but teamwork and intelligence wins championships."
-Michael Jordan

"Coming together is a beginning.
Keeping together is progress.
Working together is success."
-Henry Ford

And though a man might prevail against one who is alone, two will withstand him-a threefold cord is not quickly broken.
Ecclesiastes 4:12



STUDENT Spotlight

We want to recognize students who have successfully passed the PMP® Exam.

What is your favorite food?

Mediterranean Food

Congratulations, Kristine Montes!

What was the best thing about the PMP® Exam Prep Boot Camp?

All the tips on how to take the PMP® test and all the material to help study for the test. The mind maps and word associations really helped me.

How do you think the PMP® Certification will help your career?

It will help qualify me for jobs that I was not originally qualified for.

Please write a recommendation about our class.

This PMP® boot camp class helped me pass the PMP® on the first try! I wouldn't have passed the test on my own by just simply reading the PMBOK® or supplemental PMP® study books. I wouldn't have known all the tricks to taking the test without the class. Also, the lectures on each PMBOK® chapter, homework, study sheets, and vocabulary cards all contributed to me successfully passing the test. I saved so much time by just devoting a week to taking a boot camp when I hear people study for the PMP® test for months.

Just For Fun

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