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MAGAZINE: 3 QUESTIONS

FROM: WINTER 2008 ISSUE | BY: JESSICA SARRA

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More Than a Minute

In her new book, *More Than a Minute*, Green provides a new look at the original "secrets" of effective managers. Green is the CEO and Managing Director of The Human Factor Inc., based in San Diego. She has more than 20 years of management consulting experience. Here, Green discusses what it takes to be a manager in today's workplace.

How much does a manager's success depend on his or her employees?

As a manager, a significant part of your job is to set your team up to be successful. You must define excellence, provide ongoing feedback—both constructive and positive—to keep everyone focused and aligned, measure the right things, and be willing and able to learn and unlearn to keep up. There are a lot of ways that employees "fail" at work today, and some are completely out of your control. But most are well within the control of the manager. Excellence happens in context, so make sure the context you establish is the right one—success of the team is an important measure of a manager's success.

Are there certain managerial traits that work with all employees, or should a manager's tactics be tailored to each person they are managing?

More and more, with four generations at work in the United States for the first time, it is important to understand, appreciate and adapt to the various needs and wants of employees. There are some universal traits. Almost everyone wants to do well, be respected and valued for their effort and energy and wants candid and direct feedback.

In your experience, what has been the most effective method of motivating and engaging employees?

Communicate about where the company and/or the team is going and why. Link it to team and individual goals. Communicate often, especially when changes are necessary. Cheer people on and help them become enthusiastic through uncovering what is possible and how they contribute to getting there. Set people up to be successful.

- Jessica Sarra

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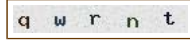
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