

应该停止做的21件事

1. Stop organizational politics

停止办公室政治。根据客观的绩效指标评判员工。

An environment in which competition for power, influence, resources, and promotions are based on subjective and hidden criteria is very demotivating for employees.

2. Stop setting unclear expectations

停止设置模糊的期望

Unclear, confusing, and contradictory goals, objectives, and standards cause employees to check out.

3. Stop unnecessary rules

停止不必要的规定

Rules are necessary, but too many of them are demotivating.

4. Stop poorly designed work

停止没设计好的工作

Poorly engineered work gets in the way of satisfying internal and external customers and frustrates employees.

5. Stop unproductive meetings

停止无产出的会议

Employees often leave meetings looking exhausted, battered, and bored for good reason.

6. Stop the lack of follow-up

避免缺乏跟进

Most employees could write a book about the the latest-and-greatest programs that died on the vine.

7. Stop the constant change

停止频繁变动

Change is necessary, but in some organizations it seems as if change is arbitrary and capricious.

8. Stop the internal competition

停止内部竞争

The healthiest organizations compete against their competition, not against themselves.

9. Stop being dishonest

停止撒谎

Employees hate being lied to.

10. Stop the hypocrisy

停止伪善

How can you trust leaders who say one thing and do another?

11. Stop withholding information

停止信息隐瞒

Lying by omission is still lying.

12. Stop being unfair

停止不公

Some organizations are full of policies and practices that are perceived as inequitable.

13. Stop discouraging employee ideas and suggestions

停止打击员工的点子或建议

Negative and instantaneous responses to employees' ideas and suggestions, such as "It won't work," "You can't do that here," "That's not feasible" will turn off your employees every time.

14. Stop criticizing

停止苛刻的批评

Some work environments make employees feel like they are "guilty until proven innocent." Does yours?

15. Stop underutilizing your people

充分发挥员工潜能

Many employees feel that the capabilities they were hired for aren't being used.

16. Stop tolerating poor performance

不容忍差绩效

When you overlook a poor performer, you can cause everyone to look (and feel) bad.

17. Stop taking employees for granted

不要把员工视为理所当然

Many employees quietly do a good job, and are systematically ignored.

18. Stop being invisible

让员工看到

It is amazing how many employees wouldn't even recognize the division vice president, much less the CEO.

19. Stop over-controlling

防止过度控制

Most employees are willing to be empowered, but few managers are willing to give them the authority to be empowered.

20. Stop benefits takeaways

停止降低员工福利

Reversing a benefit or policy--and putting your employees at a financial or other disadvantage--is a sure way to kill morale and loyalty.

21. Stop forcing employees to do poor quality work

停止强迫员工做低质量的工作

Work rules that don't allow quality-conscious employees to take pride in the work they do destroy engagement.