

Mondays At 3

Journal Entries

Journal Entry # 1

- a) If I can't say something nice, or at least say it in a supportive and constructive way, then I'm better off not saying it at all.
- b) I need to take my concerns to the person I'm having the concerns with directly. Anything else would be disrespectful.
- c) It's always a good idea to think through both the process and what outcomes I'm looking for before confronting another employee. And that includes trying to view the concern from their perspective as well.

Journal Entry # 2

- a) Managing by way of assumptions only gets me into trouble. I need to have my facts straight before drawing any conclusions.
- b) Never, ever confront a staff member in front of his or her peers. It only makes things worse and requires twice as much repair work.
- c) Apologies are difficult but necessary to do when I make mistakes.
- d) It's important to role model the behavior I wish to see in others.

Journal Entry # 3

- a) I need to manage both the Winnetka and Boulder departments equally and respond to either when needed. And if they continue to see themselves as separate entities from each other, then I have not done my job.
- b) Don't opt to use a consultant to do the work that I should be doing.

Journal Entry # 4

- a) It takes a lot of work to turn a "strained" relationship into a "supportive" relationship, but it certainly is worth the effort.

Journal Entry # 5

- a) Always support my employees in front of senior management, even when they are being difficult.
- b) Don't be afraid to use humor to lighten up an uncomfortable situation.

Journal Entry # 6

- a) Supervision is about action. I cannot manage people by doing nothing.
- b) It's a lot easier to manage tasks than people but my ultimate success depends on being able to do both effectively!



Monday's At 3

Journal Entries

Journal Entry # 7

- a) Sometimes asking the right question is a better intervention than trying to provide the right answer. Three good questions to periodically ask the staffs I manage:
- 1) What are your strengths?
 - 2) Where do you need to improve?
 - 3) How can I (your supervisor) help?
- b) It's important for a staff to think through how they want to handle conflicts before they have a conflict. That way they have a process already in place.

Journal Entry # 8

- a) The easiest way to learn from a mistake is by owning up to it. Granted it may be difficult in the moment, but it certainly is better in the long run.
- b) Standing up for myself and for what I believe in is invigorating!
- c) The key to an effective relationship, whether at work or at home, is open and honest communication. Of course that's easier said than done, but critical just the same.

Journal Entry # 9

- a) When planning a significant change (i.e., like a promotion), it's a good idea to talk to the people that will be impacted the most by that change before announcing it.
- b) Don't wait for relationship problems to escalate before addressing them. This is especially true for the people that really matter to me.
- c) Having a supportive boss is essential to my success.
- d) Sometimes a good practical joke is all a staff needs to lighten up.

Journal Entry # 10

- a) It is important to always keep my word with my employees and empower them to hold me accountable when I don't.
- b) It's unfair to pass off a difficult employee to another department without being totally up front about what I'm doing. And even then, it's probably not a good idea.
- c) Productivity is not always an indication of how well a staff is working together.

Journal Entry # 11

- a) Staff commitments (i.e., the Boulder group) work best when there is accountability around those commitments. As manager, it is my responsibility to ensure that happens.
- b) Before asking my staff to participate in future projects (i.e., the interview process), it's important that I spell out up front what the process is, what my expectations are, and how a decision will ultimately be made.



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- c) Challenging decisions that I've asked my staff to make goes in direct opposition to asking them to make a decision in the first place.
- d) It's important to create a work environment where employees feel comfortable providing me with feedback about my performance.

Journal Entry # 12

- a) Using Walt as the outside facilitator for the teambuilding session allowed me to fully engage in the process instead of being in charge of it. That was a good thing.
- b) It's important to discuss safety in groups and establish ground rules before engaging a group in a confrontational discussion.
- c) In order for working relationships to thrive, there must be an ongoing avenue available to talk and work through issues.
- d) It only takes one staff member to create a tension-filled work environment. Don't ever let it get to that point again.

Journal Entry # 13

- a) Within every problem lies opportunity. Never lose sight of the big picture.
- b) Change is constant no matter how good or bad things seem.
- c) It's important for me to regularly check in with my employees (in both departments) in order to keep communication channels open and available on both ends.

Journal Entry # 14

- a) Discovering my purpose and passion means nothing if I'm not willing to follow it.
- b) Trusting the process means having an unyielding commitment to a desired outcome, regardless of what's happening around me.
- c) For every ending lies a new beginning...but only if I remain open to possibilities.



**MONDAYS
AT 3 TALK SHOW**

Every Monday at 3pm MT
only on Castle Rock Radio

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