

“Develop, Mentor, and Evaluate . . . or Lose”

CASE STUDY

Joe’s small business is booming. He compensates his forty employees extremely well, especially his six managers. His management philosophy is “your thanks are in your paycheck.” Joe is compassionate, outgoing, and gregarious. He hates confrontation and shies away from constructive criticism. As a result, Joe’s annual performance reviews of his employees are used mainly to inform them of their annual salary increase. Within three months of conducting the annual performance reviews, three of his top managers have quit and taken jobs with competitors. Joe is confused and hurt. What is Joe’s problem?

SOLUTION

Compensation has a direct impact on employee motivation. But how much of an impact does it have? One study indicates that income ranks only seventh in employee motivation, behind such factors as achievement, recognition, challenging work, opportunity for advancement, possibility of job growth and responsibility.

It is important for a business to have a compensation system that reflects employee performance and objectively measures whether he or she has added long-term value to the business. If however, as in Joe’s case, an annual salary increase is the business’ “compensation system” the business will lose employees, especially highly skilled employees. Today’s employee must believe they are valued and challenged and continually improving their skills. These employees understand that true job security comes from sharpening their skills. And if you are not mentoring them so they develop those skills - and if you are not evaluating their progress so they can improve those skills, you will lose them as Joe did.

The Bible for nearly 2,000 years has been preaching the same message.

- Hebrews 10:24-25. We must consider how to raise one another to love and good works. We should not stay away from our assembly, (as is the custom of some,) but encourage one another. . .
- 1 Thessalonians 5:11. (Therefore) encourage one another and build one another up . . .
- Romans 15:14. I myself am convinced about you, my brothers, that you yourselves are full of goodness, filled with all knowledge, and able to admonish one another.
- Colossians 3:16 Let the word of Christ dwell in you richly, as in all wisdom you teach and admonish one another. . . .

You must encourage one another...build one another up...or in other words MENTOR.

You must teach...or in other words DEVELOP.

You must admonish one another...or in other words EVALUATE.

The yearly performance review, while necessary to evaluate, it is the daily feedback that is absolutely required to retain and motivate employees today. Today's employee wants constructive feedback on how they can improve their performance.

We as apostolic executives must communicate with gentleness in a caring way that demonstrates a motivation not to judge, but to help them improve. In Matthew 7:1 Jesus admonished us to "Stop judging, that you may not be judged." This prohibition of judgment must be understood correctly, however. We can, and sometimes must judge *actions*, but we can never judge the *person*. Jesus' example bears this out. Jesus welcomed prostitutes, but he never welcomed prostitution in John 8:11.

But even before judging the actions of others, Jesus in Matthew 7:5 invites you to "remove the wooden beam from your eye first; then you will see clearly to remove the splinter from your brother's eye." You are being asked as a servant leader to evaluate your own role in the performance of your employee before you offer constructive criticism or evaluate their performance.

- Have I clearly articulated my expectations of him?
- Has she had enough training and does she possess the right information to succeed in her position?
- Am I being a faithful mentor, or am I leaving him on his own too much?
- Am I adequately empowering her to do her job?
- What other external factors may be preventing him from accomplishing his tasks?

And after this self evaluation you find the wooden beams lodged in your own eye heavy and difficult to remove, . . . then you need to address how you can be a better servant leader called to "serve one another through love." Galatians 5:13.

DEVELOP...EVALUATE...MENTOR with gentleness a must for the apostolic executive in dealing with today's "X" Generation. The reality is, however, that no matter how well you treat today's up-and-coming employees, they will always keep their options open. Their loyalty is not to you but to themselves and their family. But you are in the game as long as your employees believe that they are valued and challenged and are continually improving their skills.