

Micromanaging: The Secret to Getting Employees to Love You More



Career Outcomes Matter

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Introduction

In 2012, 75% of my clients said they called me for career coaching when they could no longer take micromanagement. Some felt like children, others like puppets. All said succumbing to a boss who is constantly checking in became a major time guzzler. **Not one client said micromanagement made them want to stay and work harder.** Micromanaging means paying too much attention to details. It usually has a negative connotation, yet these coaching clients agree there are certain details that should not be ignored.



Detail 1: Know what they are most proud of - My clients are vocal and often repeat anecdotes of their big wins. As one said, “You don’t get to my position by not speaking up.” Many have served their industries for a decade, making it easy for managers to know a top player’s big wins. **It’s harder to recall smaller wins, or ones that happened earlier on. Yet, if you pay more attention to those details, you will go from being a forgettable manager to an unforgettable people leader.** I have found that accomplishments A-team players recall most fondly have less to do with current roles and more to do with amazing (sometimes more personal) triumphs. A client once said he was prouder of his new self-learned methodologies than of achievements during his 10 years as head of a

Fortune 100 firm’s software engineering department. Another client gloats about his mentees’ successes, but doesn’t gloat (as much) when speaking of his work increasing his employer’s market share in a new territory.

Detail 2: Pick up on hints - There are thousands of career-assessment tools. I offer one that provides step-by-step guidance toward pursuing interests and skills. I have assessed clients who have gained clarity around talents they want to retain versus skills they no longer wish to use. Some have learned to see online habits as windows into deeper interests. **After administering this tool to professionals in industries like education, law, and technology, I have devised a shorthand assessment you can use to figure out similar information. Read your employee’s résumé to uncover his interests.** What was his undergraduate major? Few work in fields related to their college majors, yet many wish they did. I coached a former graphic designer working as a grant writer who wished to return to design. This scenario is common. **In lieu of a résumé, go to LinkedIn and look for your employee’s interests or causes he supports. Also understand what extracurricular roles your employees play within your firm.** One client led wellness seminars in a parenting organization. Today, he works for a health and wellness company. Expect to lose employees if you forget details of their true interests.



Detail 3: Know their tenure - I tell clients that they are not stuck, though the reality is that most of them actually are. I've coached middle managers in their 30s and 40s. Many of them feel duped because promotions they were promised are not on the horizon. One professional at a CPG firm was "promised" she would manage a multimillion-dollar brand after five years of service. As a result of poor economic conditions, she is still waiting for that promotion seven years later. You will eventually need to offer more exciting opportunities instead of promotions or you will risk attrition. At CPGs, I have found that this marker is five years, while it's closer to two in consulting. **You should know how long key employees have been in their roles and know how long they want to stay there.** You must never lose sight of this detail; trust me, *they do not*. Many polish their résumés after these critical milestones. Another client working in the car industry reminded his manager how long he had committed to his role—that conversation was four months ago with zero progress to date. He is now disengaged and job hunting. I know there are times when managers cannot fund promotions or authorize transfers. However, my clients say they have had the strongest ties to bosses who knew the calendar details of their tenure while still acknowledging their employees' self-constructed timelines.

Conclusion

The most influential professionals within Fortune 100 companies see a brighter side to being micromanaged. Their favorite bosses paid excessive attention to the details of their wins, passions, and letdowns. The biggest challenge is that your top talent is unlikely to tell you directly for fear of later termination.



*****Email me at melissa@melissallarena.com to learn how I can empower your team using insights only a trusted advisor has access to. I can also help you figure out the best strategies to make people want to work for you. This will be critical once you start micromanaging these details, as you'll need to know what to do and what not to do with them.*****

About Career Outcomes Matter LLC:

Career Outcomes Matter is a **talent management consulting/career-coaching** firm headquartered in New York City.

Our mission is to provide firms with strategies and tools to support successful employee transitions, and help high-performers use their “superpowers” to propel career leaps.

We are unique partners for firms because we offer a direct feed into what top talent desires in a dynamic job market rather than rely on old data to empower firms.

High-performers love our use of ideas from unexpected sources that inspire longer-lasting change.

To both, **we bring the top-talent insights, firsthand transition experiences, and multidisciplinary best practices** that allow for a high level of success and satisfaction.

Our portfolio of solutions includes:

Corporate Scope (Consulting Engagements)

Talent Acquisition	Talent Management	Talent Risk Mitigation
How to hire business leaders	How to effectively train employees	How to quicken the job hunt for displaced staff
The best methods to transition new hires	The most innovative ways to showcase employee talent	How to conduct exit interviews and report trends

Individual Scope (Coaching Engagements)

Career Leaps	Career Growth	Career Positioning
Preparing for the job hunt	Positioning talent for transfers and global assignments	Utilizing LinkedIn and social media
Using effective career-change strategies	Devising business cases for salary negotiations and promotions	Elevating style from managing to leading

Who We Work With:

Corporate Scope

We partner with clients who believe that talent should provide a competitive advantage for their firm. Satisfied talent proactively drives marketplace innovation, cultivates longer-lasting customer relationships, and seeks new ways to increase profitability.

Our clients include executives at all levels who have worked for:



Individual Scope

We work with professionals who want to accelerate their careers. These high-performers appreciate the benefits of leading their professional development. Benefits to this approach include feeling empowered throughout organizational changes and uncovering opportunities to mitigate the risk of ever feeling stuck.

Our clients include executives who have worked in these functions:

- Accounting
- Administration
- Creative Services
- IT
- Production
- Human Resources
- Client Services
- Sales and Marketing
- Finance
- Business Development



About Melissa Llarena:



Melissa Llarena is an employee-transition expert with 10-plus years of experience in career development. She is the president of Career Outcomes Matter. She has transitioned across 16 different business units throughout her career and has coached professionals since 1997.

Melissa began her career at JPMorgan Chase as a generalist in HR, where she focused on performance management and high-potential career-development programs. Later, she transitioned into the bank's Internet-marketing unit, where she worked on competitive intelligence. She then left the bank to join Reuters, where she was the lead trainer for Fidelity Investments. These experiences positioned her well for later roles marketing brands across sectors, including in consumer product goods, financial services, and technology. After 10 years as a marketer of products and services for brands including AmEx and P&G, she decided to help top talent market themselves.

Today, Melissa is an adjunct instructor for NYU and lends her expertise as a volunteer interviewer for not-for-profit, career-development organizations in the US. She also delivers transition strategy talks at Harvard, NYU, Baruch College, the NYC LGBT Community Center, Ivy League Alumni LinkedIn Group, and other organizations.

Melissa authored a widely viral eBook, [The Mommy Shift: A Reentry Strategy](#). [Fox Business News](#), [American Express Open Forum](#), [US News & World Report](#), [Social Media Week](#), [WSJ](#), [TheLadders](#) and [Technorati](#) have turned to her for insights. She has authored articles for [Forbes](#) and [Women 2.0](#) focused on career transitions, and has recently published [How to Avoid Being Dumped by Your Best Employees](#) in 2013.

Melissa earned an undergraduate psychology degree from NYU. She earned an MBA from the Tuck School of Business at Dartmouth. **To learn more about Melissa Llarena, click any of these icons below:**

