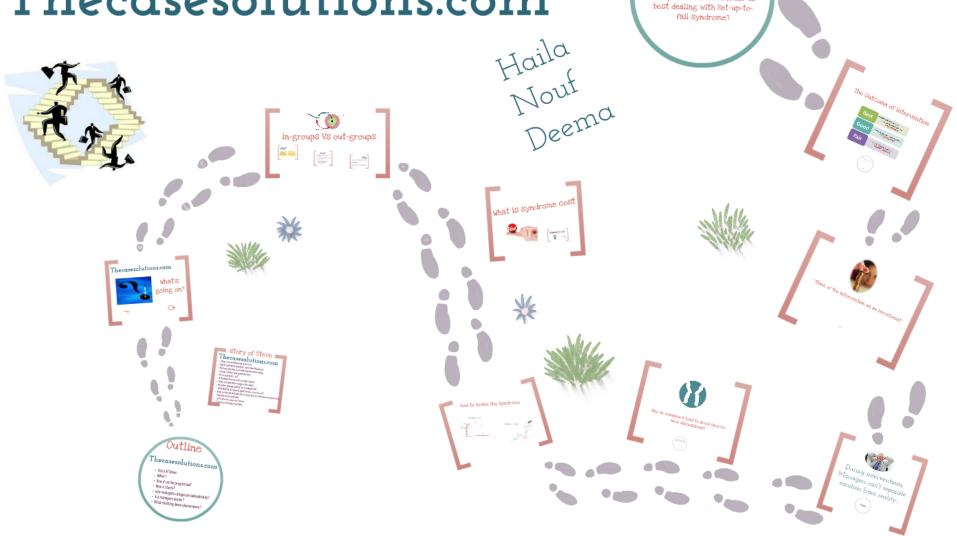
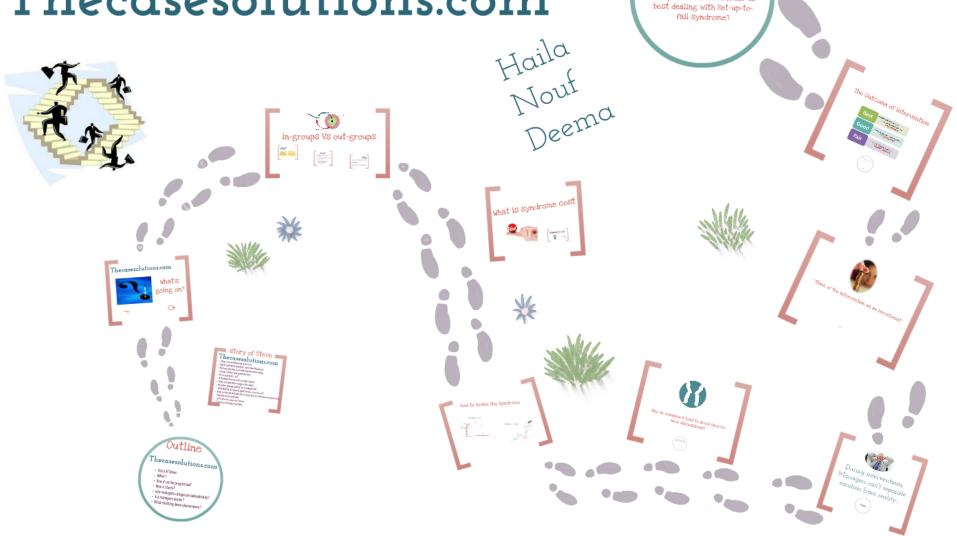
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Suppose you are a manager, what have you learned from this presentation in order to

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Outline

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- Story of Steve
- What?
- How it can be progressed?
- How it starts?
- why managers categorize subordinates?
- Are managers aware?
- What shutting down phenomenon?

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- Steve is a manufacturing supervisor
- · highly motivated, energetic, and innovative person
- His boss gave him an excellent performance rating
- chosen to lead a new production line
- Steve reported to Jeff
- Jeff asked Steve to write up short reports
- Steve invested little energy in the reports
- · His below-average quality work annoyed Jeff
- Jeff asked for the reports again, he was more forceful
- Steve confirmed that Jeff did not trust him. He withdrew more and more from interaction with him
- Jeff started to supervise Steve's
- Steve was thinking of quitting

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What's going on?





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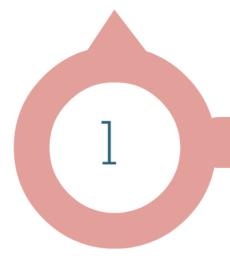
A dynamic in which employees perceived to be a weak performers live down to the low expectations their managers have for them, until suddenly both of them realize that the relationship has gone

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A dynamic in which employees perceived to be a weak performers live down to the low expectations their managers have for them, until suddenly both of them realize that the relationship has gone sour.

employee starts with a positive relationship

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2

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something happen: missed deadline

manager question the employee's performance

manager begin micromanaging employee