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Forget The "Sandwich" Technique

By Alan Fairweather

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Forget The "Sandwich" Technique

Do you remember being told to use the "sandwich" technique when you needed to reprimand someone? Let me give you an example:

"Fred, I'm really pleased with how you've been progressing since you joined us and you're doing a great job. However you're not getting your reports in on time and we're missing deadlines. I'd like you to tighten up a bit on this. Anyway,thanks for all you've done so far and keep up the good work."

Have you ever said something along these lines? You probably needed Fred to sort out his reporting but you didn't want to upset or demoralise him. The only problem is that Fred

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may not get the message. The importance of it may be seriously diluted.

He may hear it as, "Fred, you're doing a brilliant job, you just need to sort out the reporting bit but it's not really that important."

What happens then is, Fred continues to fail with his reports.

The "sandwich" technique doesn't work, it lets you off the hook and it's mealy mouthed. Be direct with your people and they'll respect you more for it. You are also much more

likely to get a change in behaviour.

If you are unhappy with some aspect of an employee's performance then you need to tell them so. The skill is in doing it in a way that's effective and doesn't lower the morale of the individual.

Firstly, it's not acceptable to speak to your people just when you're unhappy about something. Tell them the good news as well. As Kenneth Blanchard and Spencer Johnson say in their book *The One Minute Manager* – "Catch people doing something right" and tell them about it.

Some managers and employers still have this daft notion that if people are doing things right then that's what they're paid for and they don't need complimented.

Ask almost any employee in Industries throughout the world and they'll tell you that they don't feel appreciated by their manager.

When you notice someone doing something you do like, tell them about it. When you notice them doing something you don't like, tell them about it. Whether it's good news or bad, the same rules apply.

Do it as soon as possible. Acknowledgement of a job well done is not much good six months later. Also, if you don't immediately call someone's attention to something you are not happy about, then they'll assume it's okay. Either that or they'll think you didn't notice or you don't care.

Do it in private. Why is it that some managers still feel it's okay to reprimand someone in front of their colleagues? Even the mildest rebuke can have a negative effect on morale.

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When you speak to the person use "I" messages. Say things like "I liked the way you did that" or "I think there is another way to do that."

Avoid "You" messages such as "You're doing great." That can come across as patronising or insincere. "You're doing that all wrong" may cause conflict, lower morale and may not sort the problem.

When your giving feedback, focus on one or two things. You'll only confuse the person if you run off a whole list of attributes or misdemeanours.

Be specific about job behaviour, focus on what the person did or didn't do, don't make a personal attack.

Allow time for the message to sink in and allow the person to respond. You can then seek agreement as to what will happen in the future. If the person does not agree to take

corrective action then you need to move to another level.

When they do agree to take corrective action then make sure that you monitor it and give encouraging feedback.

Being direct with your people is better for you, better for them and better for you business, so save your "sandwiches" for lunchtime.

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Alan Fairweather is the author of "How to get More Sales by Motivating Your Team" This book is packed with practical things you can do to get the bset out of your people .

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Alan Fairweather is the author of four ebooks in the "Howto get More Sales" series. Lots of practical actions you can take to build your business and motivate your team.—www.howtogetmoresales.com

10 Tips for Dining Out

By Meri Raffetto RD

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There is no doubt about it; Americans are eating in restaurants more often than ever before. In 1970 Americans spent just 26% of their food dollars on restaurant meals. Today we spend 46% of food dollars on eating out. This is likely the result of a fast paced lifestyle and more convenience of restaurants. What have also grown are restaurant portion sizes. The average restaurant portion size is large enough to feed three adults! Furthermore, studies have found a direct association between eating out and higher caloric intakes and higher body weights. This is important to know since obesity rates have doubled in the past 20 years and currently 65% of adults are obese.

This doesn't mean you have to forego eating in restaurants. This may not be realistic for many people's lifestyles. Instead, become more aware of what you are ordering and how much is on your plate. Here are 10 tips for dining out.

1. At lunch, opt for a deli sandwich with vegetable soup or side salad instead of a burger and fries. You can find these items in your local deli or supermarket.
2. Avoid specialty breads on sandwiches such as foccacia, baguettes or rolls, and choose whole grain bread instead.
3. Avoid anything mixed with heavy sauces or mayonnaise. (a tuna or egg salad sandwich in a restaurant may have more mayonnaise than you would add at home).
4. Get your salad dressings, sauces, and gravies on the side.
5. Eat half or even a quarter of the regular entrée or split the meal with a friend. Remember, most restaurant portions can feed 3 adults.
6. Share one dessert.
7. Skip the extra cheese on anything you order.
8. Choose lean meats such as chicken, turkey, or fish. A turkey sandwich in place of a roast beef sandwich can save you 100 calories and 10 grams of saturated fat.
9. Go easy on stuffed entrees— they're often loaded in fat and calories.
10. Avoid "super-sizing" combo meals. They may be an economic value but they can add up to 2000

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calories for one meal!

The average American adult is gaining 2–3 pounds a year. That amounts to eating just 20 – 30 extra calories than your body needs each day. It really is the "little things" that put on excess weight. Where can you save a few calories?

Meri Raffetto is a Registered Dietitian and a recognized professional in the area of nutrition and wellness. She has developed online weight management programs to help people get off of diets and get into way of life. For more information or to sign up for our free newsletter, visit www.reallivingnutrition.com.



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