I have seen this phenomenon again, again, and again.

The way this works is that many people try to find work at a specific company because of its excellent reputation as a great place to work. Well known examples in my geographic area include the corporate headquarters of Staples Corporation, Bose Corporation, Boston Scientific, and Kronos. I know people who work at all of these companies and they love it. I also know people looking for new employment who have specifically targeted these companies because of their great reputation. After all, if you are looking for a new job, you might as well start with companies who have a reputation of being very good to their employees.

Hopefully, you too work for a company that is great to its people and has this type of reputation. If you do, you have the following advantages when trying to hire new people.

- It’s easier to hire people from within the company because current employees don’t want to leave the firm when looking for career advancement
- Your Human Resources (HR) department, most likely, already has a list of resumes from people who are specifically targeting your company and sent in their resume hoping that a job needing their skill set would open up
- It will be easier for you to hire people away from companies that treat their employees poorly because of their hope for a better work environment
All that said, while your company’s reputation can help you hire people, it’s your job as the manager to keep them motivated, productive, engaged, and loyal to both you and the company as a whole.

As the expression goes, “A company is only as good as the manager you work for,” which brings us to the meaning of this column. People will join a company because of its reputation as a great employer, but once hired, you, as their manager have the biggest single impact on their daily work environment. As a result, they may leave because of you. This is bad for your new hire, for obvious reasons, and bad for the company because of hiring costs, lost productivity caused by employee turnover, and reduced reputation as a great workplace. It can also be very career limiting for you regarding your personal growth at the company.

There are a number of things you can do to enhance your management style and help assure that your style is consistent with your company’s culture and reputation. They include:

- Read your company’s corporate goals, mission, and objectives. This may sound a little farfetched, but senior company leaders spend a lot of time and effort drafting these statements with the desire to help direct and embody the company’s culture and future direction
- Watch other managers that you respect and analyze their management style and how the people in their groups respond to it
- Think about how your manager treats you and decide if his/her style is consistent with your thoughts on company culture

Don’t underestimate the role you play regarding the quality of work-life for the people reporting to you. When I look back on my career, the biggest professional successes and my happiest times at work were when I worked for managers that I respected, were honest, were fair to me and others on his/her team, knew how to motivate their teams, and provided vision as to what needed to be done. To be very honest, yes, working for them was good for me, but it was also very good for them. Over the years, their reputations as good managers helped to propel them to very senior management positions within companies they loved. Remember, even though I viewed them as managers, at the end of the day, they were employees too.
In closing, great companies have these reputations for a reason and their cultures did not become this way by accident. Take the suggestions and thoughts in this column to heart. If you can gain an understanding of how these companies grew to be good employers, it can not only help you thrive within their environment, but it can also help enhance your personal management style.

The primary advice and takeaways from today’s column is to know that:

- People will join a company because of its reputation as a great employer, but once hired, you, as their manager have the biggest single impact on their daily work environment
- There are a number of things you can do to enhance your management style and help assure that your style is consistent with your company’s culture and reputation

Until next time, manage well, manage smart, and continue to grow.

Author Bio:

Eric P. Bloom is the president of Manager Mechanics LLC, a company specializing in Information Technology (IT) leadership development and the governing organization for the Information Technology Management and Leadership Professional (ITMLP©) and Information Technology Management and Leadership Executive (ITMLE©) certifications. Contact him at eric@ManagerMechanics.com, follow him on Twitter at @EricPBloom, or visit www.ManagerMechanics.com.