

A Developmental Approach To Caseworker Service Orientation

Instructions: Starting with a potential new hire, what does service orientation look like? What are the strengths associated with service orientation at this stage? What are the challenges? Next, focus on the supervisor. How can a supervisor reinforce, promote, and nurture service orientation? Continue to answer these questions for the other stages as well.

Level	Worker	Supervisor Support
<p>Trainee</p> <hr/> <p>Looks like:</p>	<p>Strengths:</p> <p>Challenges:</p>	
<p>Novice</p> <hr/> <p>Looks like:</p>	<p>Strengths:</p> <p>Challenges:</p>	
<p>Professional</p> <hr/> <p>Looks like:</p>	<p>Strengths:</p> <p>Challenges:</p>	

Advanced Professional	Strengths:	
Looks like:	Challenges:	

The Most Important Rewards for Workers

JOB FACTORS	Employee	Boss
Full appreciation of work done	1	8
Feeling of being in on things	2	10
Sympathetic help on personal probs.	3	9
Job security	4	2
Good wages	5	1
Interesting work	6	5
Promotional growth	7	3
Loyalty to employees	8	6
Good working conditions	9	4
Tactful disciplining	10	7

“Managers, in general, vastly underestimate their potential for directly influencing the behavior of subordinates” (p. 319).

Whetten & Cameron, 2005

Source: David Whetten & Kim Cameron, 2005, *Developing Management Skills* highlight the classic 1980 LeDue study.

Gallup Organization Study

The Big Twelve

“When the dust finally settles, we made a discovery: Measuring the strength of a workplace can be simplified to twelve questions. These twelve questions don’t capture everything you may want to know about your workplaces, but they do capture the most information and the most important information. They measure the core elements needed to attract, focus, and keep the most talented employees (p. 28).”

Marcus Buckingham & Curt Coffman, 1999

First, Break All The Rules: What the World’s Greatest Managers Do Differently

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?