STRATEGIES TO HELP CARPS BECOME MORE DOLPHINESQUE

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1) Take the time to carefully listen and respond to the concerns of carps. They often long for a chance to be heard out and blossom with a little positive attention.

2) Develop a game plan with carps which outlines their professional goals and what they need to do to achieve them.

3) Enable carps to identify and change the beliefs and attitudes which prevent them from taking charge of their own lives and breaking out of their self imposed limitations.

4) Carps who have been with the organization for a long time often have a wealth of information about what has and has not worked. They can therefore be an important resource to dolphins as they develop their organizational vision and action plan. They can also tell new employees about the history of the organization and the “stories” which accompany this history.

5) When you discover that a carp is complaining “behind closed doors,” ask him/her to write down a couple of solutions to each problem he/she sees and meet with him/her on a regular basis to discuss the viability of these solutions. One variation on this theme is to ask him/her to interview others to come up with a more comprehensive list of problems and possible solutions. Another is to meet together with a group of complaining employees and ask them to serve as a committee to resolve problems and create a more positive work environment.

6) When carp employees are doing just enough to get by, “raise the bar” by adding more tasks to their job description and following up closely to make sure these new tasks are being completed.

7) Carps often benefit from assertiveness and conflict resolution training which provides them with an opportunity to practice specific skills.

8) Carps often begin to “burn out” when their hard work and dedication cause them to be promoted to positions beyond their skill level. They need either appropriate training to master their new responsibilities or a transfer to another position which better matches their abilities.

9) Rather than accept the apparent limitations of carps, dolphins use their creativity to figure out how they can learn to take risks, trust their own instincts and become more vital players in the process of organizational change. Many dolphins were carps until they encountered a mentor who inspired them to reach their full potential!