

IMPACT

Manager Supplement

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Did you know?

- Free "Simple Will" Kits are available from Claremont EAP
- A free credit report is available once per year
- Claremont EAP provides legal referrals for family law, consumer issues, traffic violations, and personal injury
- Referrals are available for child care, adult/eldercare, adoption assistance, school/college selection, and pet care

Claremont EAP
800.834.3773

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Adding Enthusiasm to Your Leadership Skills

You've just been given that promotion you've wanted—and now, suddenly, you're a manager. To help ease your anxiety about the new position, remember that managing people means more than just giving out assignments. Good managers encourage people to do their best through their enthusiastic leadership and motivation.

"The business world is changing at an exponential rate. Your business will likely fail to grow and compete successfully if you fail to instill a sense of enthusiasm in your staff," says Hap Klopp, the founder of North Face and coauthor of *The Complete Idiot's Guide to Business Management*.

Mr. Klopp suggests adding the following qualities to your leadership skills.

Passion

The best managers are passionate about their work and have a sense of urgency about what needs to be done and when.

"Leadership in management means getting everybody working together amicably for a common goal. It's team building, and you're the coach," Mr. Klopp says. "Quite simply, leadership is seeing that things happen."

But a sense of urgency is what inspires your people to go the

extra mile -- to work at delighting, not just satisfying, the customer, for example.



"Passion for a product or service flows from the top down. If you're excited about your job and your contribution, it's more likely your people will be enthusiastic about their contributions, as well," Mr. Klopp says.

An expanded role

Good management requires having an ongoing set of responsibilities that combine tasks required of an administrator and a teacher with those of a visionary.

In addition to organizational skills that include linking tasks and creating a budget, for instance, managers also need to keep an eye on trends and make predictions about the future of their

organizations and their positions in the marketplace.

Consistency

There are many management styles that work. Many people prefer a democratic approach, in which employees are encouraged to ask questions, make suggestions and have input.

"I like this style because it involves team members in the decision-making process and gives them a good feeling about themselves and the company," Mr. Klopp says. "The one time this doesn't work is in a crisis; that's when you need to assume an authoritative role."

Another management style is that of the take-charge autocrat who doesn't worry about what others think. I don't prefer this style, but if this is you, that is who you should be" Mr. Klopp says.

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Adding Enthusiasm to Your Leadership Skills

The worst management style “is to waffle and waver, to be an autocrat one moment, a consensus builder the next,” says Mr. Klopp. “If you fall prey to this malady, suddenly everyone’s agenda will be more important than yours and no one will believe in your instincts once they see you don’t believe in them yourself.”

Sharing credit

Managers who take all the credit for success and blame all the failures on others aren’t popular leaders or successful motivators.

“Cultivating a sense of teamwork is best,” Mr. Klopp says. “Don’t think ‘you’ and ‘I’; think ‘us.’ Not only will your group be stronger for it, you’ll get better results.”

Identifying Troubled Employees A Supervisor’s Tip Sheet

It is a supervisor’s job to ensure that the staff is working up to its capacity. This starts with a manager learning how to determine who needs help and what kind of help is needed.

Marginal Performance

If the performance of an employee is marginal, then find out why. Reasons may include confusion about expectations, lack of skills or knowledge, the worker’s sense of being overqualified and under-challenged, lack of commitment, confusing goals, incompetent co-workers, or ineffective system. After identifying the source of discontent, work to resolve the situation. Give positive feedback if work performance improves.

How to Spot Drug or Alcohol Problems

Employees abusing drugs or alcohol will eventually do poor work. Some early clues for abuse might include lack of alertness, diminished



coordination or impaired judgment and decision-making. Other signs are memory lapses, mood swings, anger, apathy, inability to stay on task, abuse of break times, avoidance of coworkers, absenteeism, tardiness, procrastination, inattention to details and extreme sensitivity to criticism.

Personal Problems

An employee’s job can suffer because of personal worries. There may be marital problems, difficulties with children or financial problems. Job-related stress can also cause noticeable changes in an

employee.

When to Step In

If the employee is not adequately improving marginal performance, appears to be showing signs of drug dependency or is having personal problems that are affecting job performance, then it is time to step in.

Proceed quickly before the problem magnifies. Start with an informal talk about the declining job performance. Give specific examples of changes that have occurred, such as diminished alertness or increased absenteeism. Don’t try to diagnose the problem. Instead, refer the employee to the human resources department or your employee assistance program. Obtaining help is the employee’s choice, but doing inadequate work is not.

If the employee’s work fails

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“If your employees’ work is slipping, you need to talk to them. Be specific in how job performance needs to improve.”

Identifying Troubled Employees A Supervisor's Tip Sheet

to improve, seek help from your EAP representative or personnel department to start disciplinary action. The staff will help you according to company policy. It is important to be fair and consistent in treating the employee and in accurately documenting important information. Continue to follow up on the problem until there is some resolution.

When the Employee Seeks Help

Give support to any employee who accepts help. If the employee needs to be gone during work hours, give assurance that the absence will remain confidential. Ask if help is needed with insurance, sick leave or personal leave. Such support is crucial.

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Managers can call Claremont for consultation regarding employees who appear to be experiencing personal problems, whether or not work performance has become an issue. The purpose of this consultation is to help formulate an approach that effectively facilitates the person receiving appropriate help. The Claremont consultant will review the do's and don'ts for handling these often delicate situations and suggest things you can say and do which are most likely to be helpful.