

IMPACT

Manager Supplement

July - September 2005

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

INSIDE THIS ISSUE:

- What Do Employees Want?* 1
- Assert Yourself* 2

We're on the web
www.ClaremontEAP.com

What Do Employees Want?

There are certain things that everyone wants and needs. Those requirements are called a hierarchy because before each one can be achieved, all the others before it must be fulfilled. For instance, you can't think about belonging until you have accomplished survival and a level of security. This hierarchy of needs is based on Maslow's Hierarchy.

Survival

In workplace terms, this means getting paid enough to survive. It's the most basic need.

Security

The assurance that our job will still be there tomorrow.

Belonging

A need to be a part of a community.

Prestige

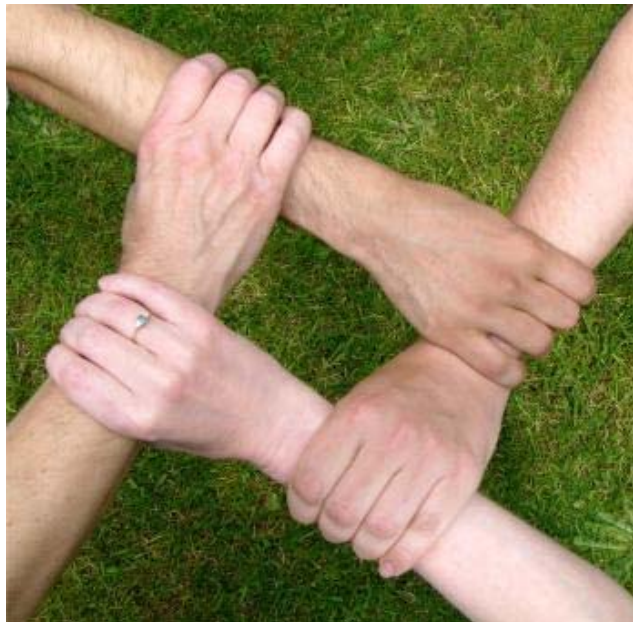
Public recognition for work well done. This can be in the form of a raise or a promotion.

Self-Fulfillment

A sense that one's work is

personally meaningful and rewarding.

8. To be recognized for their efforts



Most people are happiest when they have fulfilled needs at all levels. When people are asked what they want as employees, they most often list these requirements:

1. Efficient managers
2. The ability to think for themselves
3. To see the end result of their work
4. Interesting work
5. To be kept informed
6. To be listened to
7. To be respected

9. To be challenged
10. The ability to improve and expand their skills

Most of these requirements address needs at the top of the hierarchy. How many of these higher-level needs are being met in your employees? You can see that for most people, mere survival and security aren't enough.

Assert Yourself

People respond to situations requiring action in three ways:



Passive

A person gives up, gives in or lets someone else make the decision.



Aggressive

A person may take charge to the point of violating the rights of others, ignoring others' needs or dominating others by making their decisions for them.



Assertive

The response is midway between aggression and passivity. Assertiveness requires a combination of self-confidence, willingness to pursue your needs and openness to the needs of others.

Here's how to practice assertiveness in several common situations:

Responding to Requests

- Consider your needs and the needs of the person making the request.
- Explore alternatives, make a decision and stick to it.

Making Requests

- You have a right to make legitimate requests. If the person you asked has a good reason for not being able to comply, explore alternatives. Can another person do it? Can the person come in early or stay late to do it? If the person doesn't have a good reason to refuse, stand firmly by your request. Avoid giving up or getting angry.

Giving Feedback

- Talk about the action or results, not the person and be specific.
- If feedback is negative, make sure you understand what needs to be done differently.
- If feedback is positive, accept the complement with a simple thank you. Avoid belittling yourself or being defensive.

Handling Aggressive Behavior

- Maintain your self-control and consider the other person's feelings. Avoid caving in or lashing out. If you are interrupted by an aggressive person, speak up and assert your right to continue speaking in a calm, confident manner.

CLAREMONT EAP

800.834.3773
www.ClaremontEAP.com

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.