

IMPACT

Manager Supplement

January– March 2006

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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We're on the web
www.ClaremontEAP.com

Get to Know Your Employees



The more you know about your employees, the better you can work with their individual styles, references and needs to set a climate of motivation within the workplace. This can lead to a high level of productivity, teamwork and morale.

How Does It Help?

- You find out about their learning style.
- You can use what you know about their interests to match them to tasks they enjoy and do well.
- You see what motivates them.
- You foster mutual trust.
- You learn about special talents they can use.
- You find out what sort of feedback they respond to.

- Employees appreciate feeling that they're interesting and important as individuals.

Start With Yourself

- Be personable.
- Talk about yourself—don't offer an exchange of family secrets, but don't be afraid to talk about your family and your outside interests.
- Be occasionally available for meeting away from the workplace.

Learning Employees' Stories

- Listen sincerely.
- Greet people personally.
- Ask questions: *How's the family?*, *What's going well with you?*, *How did you manage to do that so fast (well, neatly, etc.)?*
- Schedule off-site social or other gatherings.
- Avoid judgment about what employees tell you.
- Stay current with employees' stories.
- Avoid personal questions or an appearance of nosiness.
- Respect the wishes of an employee who doesn't wish to open up.

Sharing stories is a bonding process. The more stories your employees share with you and each other, the more they're likely to see themselves—and you—as a team with

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.

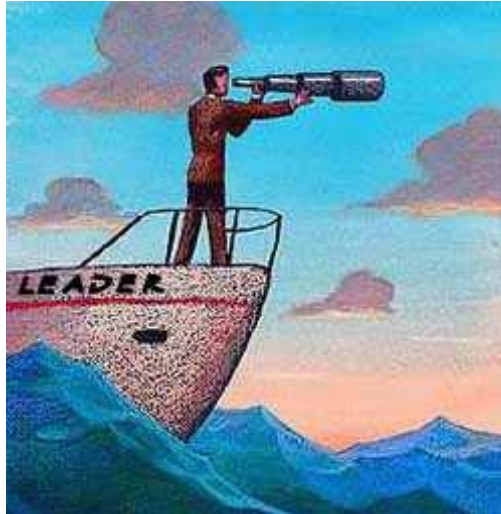
Passion

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 encour-

aged 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.

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."

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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.

Responding to the Human Factor in the World of Work