

IMPACT

Manager Supplement

October-December 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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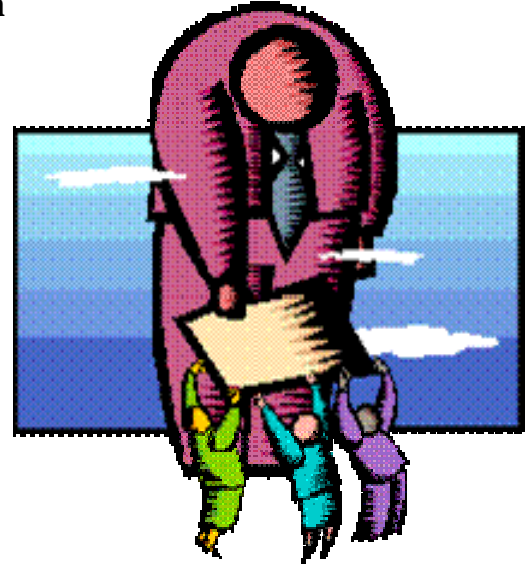
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We're on the web
www.ClaremontEAP.com

Effective Delegation

Ten Steps for Better Delegation

1. Look closely at your responsibilities and tasks to identify those which, if delegated, would free up your time for other job needs.
2. Select an employee who is best suited for the task. Keeping some kind of record of each employee's strengths and background is helpful.
3. Be careful not to overuse one employee. Give everyone an opportunity to contribute by rotating tasks.
4. Instruct the employee verbally and by demonstration how you wish the task to be completed. Detailed instruction is important.
5. Set objectives that are measurable and attainable.
6. Provide opportunity for feedback. Encourage questions and be available if problems arise.
7. Schedule time for problem-solving and feedback.
8. Resist the temptation to overscrutinize. Trust the employee to make use of the experience you are providing them.
9. Follow through. You are ultimately responsible for all tasks that you delegate. Keep track of your assignments and their progress. Listen and watch for problems as they arise.
10. Praise and recognize successfully completed tasks.



The Roots of Influence

There are three bases that you can operate from to gain cooperation from those you supervise. A good supervisor develops and uses all three.

Position

Your position allows you to meet requests and give direction. To use your position effectively:

- Be fair and consistent in using your authority
- Avoid making inappropriate or unreasonable demands
- Avoid promising rewards or threatening punishments you do not intend to deliver

Knowledge

Your people rely on you for information and guidance. To use your knowledge effectively:

- Stay up-to-date in the knowledge that is important to your workers' tasks
- Show that you're available when others need your help and guidance
- Use your knowledge to make your group work better, easier and safer



Relationship

Your relationship with your group members determines how well they perform. To use your relationship effectively:

- Get acquainted with each member of your group
- Without being nosy, show an interest in each member's life
- Foster a sense of mutual cooperation
- Avoid playing favorites with your employees
- Beware of employees who ask for personal favors or for your help doing anything illegal, unethical or in violation of personal values under the guise of friendship



Remember, the purpose of influence is to get people to carry out the responsibilities of their jobs willingly and with enthusiasm.

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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