

IMPACT

Manager Supplement

April-June 2007

Make the Most of Leadership Opportunities

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

Good communication depends on trust, availability and feeling comfortable. When people feel they can talk to you about conflicts, strategies and successes, communication is alive and well, helping you and them do a better job.

Keep Your Door Open

- Make yourself available. A friendly, responsive attitude is as important as your physical presence.
- Make time for people's concerns. The time you spend listening is a solid investment for the future.
- Show interest in people and their concerns.
- Reassure them that there are no dumb questions.
- Give them your full attention. Avoid looking at the clock or sorting through your papers.
- If you're too busy to meet with someone, it's probably better to re-schedule than to rush.
- Avoid interruptions during a one-on-one meeting.

Get to Know People

Is someone looking for a solution, airing feelings or looking for reassurance? When you know people well, you can better interpret their individual needs.



Welcome Honesty

Make it easy and safe for people to say what's on their minds. If you act uncomfortable with something a person says, he or she may feel it's a mistake to be honest and may think twice about doing it again. Constructive criticism is important information, even when you're the target.

Follow Up

If you meet with someone, let him or her know there will be a result, then follow up. Even if you can't do anything about the situation, let the person know that his or her comments were considered, and explain why no change can be made.

20 Techniques for Improving Teamwork

Quality is a team sport. Someone once defined teamwork in a sentence: Together everyone accomplishes more. Ken Blanchard said the same thing a little differently: "None of us is as smart as all of us."

Quality requires the integration of many individual efforts into a "whole." Teamwork means that people work together in a spirit of cooperation and mutual respect. When one member of the team falters, it affects the outcome of the entire process. The development of teamwork is not just one of the essentials of a quality effort, but one of its greatest benefits.

Over the years, successful quality groups have identified the following activities team leaders can do to improve teamwork.

- Help people get to know each other and build trust.
- Provide structure for the group (but not too much).
- Encourage open and honest expression of ideas.
- Pay attention to what is said, not said, the mood of the group, the energy level, body language, feelings, etc.
- Make sure the atmosphere is relaxed, comfortable and free of fear.
- See that everyone has an opportunity to participate.
- Keep the group focused on the present and not on the past.
- Model active listening (paraphrasing, speaking less and listening more, listening for unexpressed feelings, etc.).
- Help the group set norms, make effective decisions, formulate goals, evaluate itself, etc.
- Keep thinking about what the group needs.
- Invest leadership in all team members so as not to create a dependency on one person.
- Help individuals balance their needs with the team's needs.
- Provide the group with feedback on its achievements as well as its problems.
- Resist the temptation to suppress conflict. Resolve it by keeping focused on the issues, not the personalities.
- Remind the group that progress comes from the willingness to face problems and improve methods of dealing with them.
- Focus on the process how things are done, how information is gathered, how decisions are made, how problems are solved, etc.
- Design a physical layout that's conducive to team members being comfortable, feeling relaxed, being able to see each other, etc.
- Develop an organizational context that supports the team by offering clear direction, a reward system based on team performance, etc.
- Help team members develop their communication and team skills.
- Help team members understand the consequences of their behavior by providing open, honest feedback.

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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