

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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What Do Employees Want?

There are certain things that everyone wants and needs. These 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've accomplished survival and a level of security. This hierarchy of needs is based on Maslow's Hierarchy. 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.

SURVIVAL

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

SECURITY

The assurance that your job will still be there tomorrow.

BELONGING

A need to be 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 the work is personally meaningful and rewarding. 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 opportunity 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
8. To be recognized for their efforts
9. To be challenged
10. The ability to improve and expand their skills



A New Manager's Tutorial

Your boss has just rewarded your dedication and hard work by giving you a managerial position. But, you have never managed before, and you don't know where to begin.

"New managers often suffer because they haven't had good role models and have experienced training that only helped in their prior job," says Alan Weiss, Ph.D., president of Summit Consulting Group Inc. in East Greenwich, R.I., and author of *The Unofficial Guide to Power Management*.

Here are some tips to transform your panic into progress as you begin your new career as a manager.

Be effective, not popular

"Managing is about effectiveness, not about being liked," emphasizes Dr. Weiss. You can drive yourself crazy if you try to please all your employees all the time. Instead, focus on communicating with clarity, firmness and fairness, realizing you may not be able to give your employees exactly what they want all the time.

Understand expectations

Employees also have different work expectations. Some prefer a structured environment, while others want more freedom. Some like to work in teams, while others work best alone in a quiet office. Some need a lot of recognition for their work, while others prefer to stay out of the limelight.

Regular one-on-one lunches with your employees will help you to understand their personality styles as well as their work expectations and personal goals.

Manage your time

"Invest in your best people and don't be usurped by attention to your remedial performers," says Dr. Weiss. In business, time is money. Instead of using your time trying to transform poor performers into dynamos, give them simpler tasks they can perform well, then spend your time and effort building your best people.

Do the right thing

"Ethical conduct doesn't exist in operations manuals or the legal department. It exists in your own value system. Always ask yourself, 'What's the right thing to do?'" says Dr. Weiss. "This will not only be best for your company but also will help you avoid sleepless nights."

Appreciate your employees

Managers and supervisors who show their appreciation to their employees will find their employees willing to go the extra mile. Take a minute to write a note of appreciation, create a certificate of progress or give a small gift or award.

Keep a daily journal

What worked? What didn't work? What got accomplished? What were you happy about? Frustrated about? This will help you analyze your problems as well as see your progress.

Find a mentor

"These times are too complex for trial and error or gut feeling. Don't reinvent the wheel. Find someone who's successful and respected to guide you," says Dr. Weiss.

Maintain perspective

"Don't worry about your next job or promotion or about future raises," says Dr. Weiss. "Worry instead about delivering value to the customer and support to your subordinates. If you do those two things well, all the rest will happen, too."

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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