

Impact Manager

Manager Supplement

July—September 2008

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

Characteristics of Effective Coaches

Coaching, the process of helping employees become better workers, is a necessary skill for all managers.

Effective coaches take these actions:

- Work with employees' strengths.
 - Ask for and listen to ideas.
 - See employees as partners who are important to the success of the department.
 - Give employees visibility.
 - Set high performance standards and model them.
 - Hold employees accountable for their performance.
 - Orient all employees to company values and business strategy.
 - Help employees understand their role in fulfilling company goals.
 - Provide appropriate training and support when needed.
 - Give employees the freedom to do their jobs.
 - Build trust with their employees.
- Are clear about priorities and performance expectations for each employee.
 - Recognize their position as role models.
 - Keep confidences.
 - Explain reasons for decisions.
 - Give advance notice of changes whenever possible.
 - Give employees regular feedback about their performance.
 - Give employees credit when they deserve it.
 - Protect employees from unreasonable on-the-job stress.
 - Provide encouragement and support when employees are discouraged or about to take on difficult or new assignments.



Review this list and pick some coaching skills you'd like to develop or improve. Concentrate on one or two areas a week. Periodically check the list and reevaluate your skills.

Four Reasons for Evaluating Performance

Why is it important to provide feedback?

1. To Provide Feedback to Employees

Employees may form erroneous opinions, both positive and negative, of how well they are doing. Specific examples of what they are doing well and what needs improvement can both relieve fears and provide a guideline for change.

2. To Make Better Administrative Decisions

Performance evaluations help in making decisions about promotions, terminations and reassignments.

3. To Improve Performance

Performance evaluations often reveal a need for improvement and provide a blueprint for an improvement plan.

4. To Provide Documentation

Administrative decisions may need to be documented to meet requirements of outside parties such as a labor arbitrator, EEOC investigator or a civil court judge.

Keeping Your Team Well Informed

WITHIN THE COMPANY

How does what other departments do affect my work? How does my work affect other people in the company? Without the answers to these questions, animosity can develop between departments who don't communicate. Or equally destructive apathy can set in. Arrange a meeting between groups or departments. The benefits and problems that arise from working together can be discussed in an atmosphere of positive communication.

ABOUT THE CUSTOMERS

Pass along customer feedback. Encourage employees to request written and oral feedback directly from customers to be shared at staff meetings.

FINANCIALLY

Every organization has some way of informing investors of its financial health. Share as much information as you can with employees. Explain the information presented, using personal finances as a comparison for clarity. Instant information, such as sales or supply expense reports, can be posted to show how the team's contribution affects the overall financial picture.

THE FINISHED PRODUCT

When building a product, the outcome may seem obvious from the outside. But for those focusing on small sections, the perspective is quite different. Host demonstrations to show where each department's time and energy has gone. This approach can be easily adapted to service-oriented products.

OUTSIDE COMPETITION

Isolated employees will tend to view coworkers as the sole competition in their job. When, in fact, employees and their products in competing companies should be the fuel to fire up the competitive edge. Bring competing products in for close examination. Investigate how mutual vendors and distributors view the competing companies.

JOB PERFORMANCE

Daily feedback about job performance is essential. Also, provide clearly defined goals so that employees can gauge their own performance.



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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