

Impact Manager

Manager Supplement

January-March 2009

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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Focus on Leadership Skills

Leaders are:

Coaches

- They know what the goal is.
- They inspire the team.
- They are enthusiastic, fair, honest and supportive.
- They show interest in each member of the team.
- They help team members work out differences.



Communicators

- They say, write and show what they mean.
- They listen with a positive attitude and full attention.
- They use "I" statements instead of "you" statements.

Decision Makers

- They take time to think about a problem.
- They clearly state the alternatives.
- They get input from others.
- They are willing to take risks.
- They learn from their mistakes.

Assertive

- They state their feelings, expectations and needs.

Making "I" Statements

"I" statements are the best way to communicate your feelings, needs and expectations without putting the listener on the defensive, the way "you" statements can.

Here are some examples:

"You" Statements:

"You always interrupt."
"You're late again!"

Rather, Use:

"I" Statements:

"I feel angry and frustrated when you interrupt me."
"I expect you to be on time."

Four Principles of Learning

When training employees, keep these principles in mind.

1. "Use It or Lose It"

Schedule training to closely precede the time when the employee will be using the new skills. An employee must regularly perform a new task to remember how to do it well.

2. Learning Is Built on Prior Knowledge

Before training, assess what your employee already knows. That way you won't waste time repeating familiar steps, or frustrate your employee by assuming he or she already knows an unfamiliar step.

3. Learning Goes From the Simple to the Complex

Break the job down into fairly simple steps.
Keep each step small to avoid overwhelming the employee.
Progress through each step until the entire job is mastered.

4. Everyone Learns Differently

Allow for different learning styles and speeds when training employees. Some people learn best by watching. Others learn by hearing or reading about the process or by doing it. Some people learn quickly, while others, just as capable in the long run, learn slowly and at an unsteady rate.



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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.