

## IMPACT MANAGER

Manager Supplement

April—June 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, pet care, wellness and daily living/convenience services

Claremont EAP  
800.834.3773

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[www.ClaremontEAP.com](http://www.ClaremontEAP.com)

## Look Out for Burnout

Burnout in an employee or team can lead to depression, confusion, low morale and shoddy work. Keep a lookout for the following indicators:

- any sudden change in work habits and attitude
- loss of motivation
- chronic negativity
- creative blackout
- absenteeism/tardiness

### Countering Burnout

Use detective work. Do a little digging and locate the cause of the burnout. Counteracting damage already done is tricky and will depend on the employee and work situation.

### Missed Promotion or Bonus

Frequently missed cash incentives and being passed over for a promotion can turn an otherwise high-energy employee into a passive participant. Help him or her find another avenue for achievement, such as a challenging new assignment.

### Anxiety

Many downsizing companies expect fewer employees to complete more work. When employees don't feel they have enough time to adjust, they often feel burned out. Using some creativity in redistributing work within the team can help.

### Uncertainty

Most people enjoy consistency in their job and life. Expect to see burnout if the team works in an atmosphere of frequent long term change. Firm up those aspects that are within your supervisory control: schedules, minimum hours and short-term assignment deadlines.

### Reorganization

Change is always difficult. When your company needs to make changes for its own health, communication is a key to smoothing the way and reducing burnout. Give advanced notice whenever possible and involve team members in planning for upcoming changes.

### Overwork

Each individual has limits of endurance. Reaching the limits of overwork will cause burnout. Redistribution of responsibilities or breaking down large projects into smaller pieces and short-term goals could alleviate the pressure.

### A Plan to Leave the Job

An employee anticipating an upcoming job change will often exhibit classic burnout behavior. Their work may slip and their attitude may change.

### Provide a Release Valve

Venting frustrations and being allowed to talk about the cause of personal burnout will often go a long way to put out the fire. Show the employee that someone cares and help them clear the air and their mind.

### Refer to EAP

When an employee has a work performance problem that may be the result of a personal issue, the manager should contact Claremont EAP at 800.834.3773. Consultations with Claremont are free and confidential. The EAP addresses the cause of the underlying problem, so that the manager can focus on improving an employee's job performance.

# Are You Accessible and Approachable?

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.

# CLAREMONT EAP

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*Managers can call Claremont for consultations 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**