

# CLAREMONT EAP IMPACT MANAGER SUPPLEMENT

October-December 2009

## DID YOU KNOW?

- Managers can call Claremont for free consultations to discuss employee performance issues, conflicts at work, attendance problems, etc.
- Whether it's a performance issue or you are simply concerned about an employee's well-being, a Claremont management consultant can help develop an action plan for improvement.
- EAP is a tool to be used in conjunction with your organization's regular disciplinary procedures, not as a substitute.

800.834.3773

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

## HEARING COMPLAINTS

**No one likes to hear complaints. But it's part of your job. Here's how to deal with complaints in a positive way.**

### Take Complaints Seriously

Take all complaints, even small ones, seriously. Taking action on a small complaint may prevent a big problem from occurring later.

### Get the Full Story

- Ask for facts and other information.
- Probe beneath the surface to get a better understanding.

### Look for Hidden Problems

Sometimes a small complaint is a way to get your attention for bringing up a more serious concern. There may be hurt feelings or a need to correct a misunderstanding. Ask, "Is there anything else you would like to talk about?"

### Receive Complaints Without Judgment

Avoid criticizing the employee or maneuvering him or her into defending the complaint.

### Tell the Employee What You Plan to Do

If you can't act immediately on the complaint, tell the employee when you can initiate action. Then stick to your promise.

### Learn From Complaints

Complaints can be a nuisance. But complaints often contain hidden messages that are useful for you to know. For instance:

- Complaints keep you in touch with staff frustrations.
- A complaint may point the way to other underlying problems.

By being open to all complaints you make sure people will feel safe coming to you with the important information you need to know.

## A Message to Managers from Claremont EAP

Often, the employee who needs their Employee Assistance Program the most doesn't think to call for assistance. In many instances, the manager can play an important and helpful role by referring that employee to Claremont. If the employee's job performance is suffering, the underlying reason isn't always clear and prying into an employee's personal life is often the last thing a manager wants to do.

A referral to the EAP can be an effective strategy for improving an employee's effectiveness, productivity, motivation and morale. A referral to the EAP can also decrease absenteeism, reduce turnover, foster acceptance of change and reduce stress . . . **An EAP referral can make a difference.**

## CONTROLLING YOUR TEMPER

**Who's in control in your department? You or your temper? It's okay to get angry, but acting in anger can be a handicap causing you to make poor decisions.**

### **What Makes You Angry?**

Dealing With Your Own Anger. The next time anger threatens to get the upper hand, try these approaches.

#### **1. Recognize your temper.**

When you acknowledge that you're angry, you're more in control.

#### **2. Try to find the underlying reasons for frequent anger or moodiness.**

#### **3. Count to 10.**

Allow yourself and the other person a cooling-off period.

#### **4. Take care of stress in your life.**

It's hard to be calm when you're stressed out.

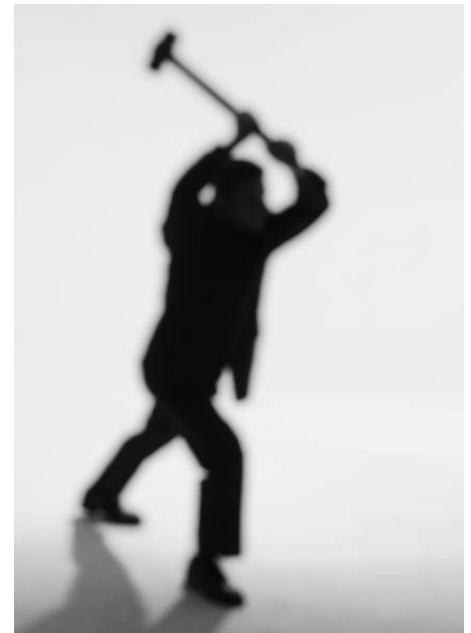
#### **5. Never make decisions in anger.**

You'll almost always regret it.

### **Dealing With an Angry Person**

Avoid reacting to anger with anger. Instead, probe the person's feelings.

- Keep calm.
- Listen actively.
- Restate what they've said in a calm manner.
- Express concern, even if you can't change what makes them mad.



### **CONCERNED ABOUT AN EMPLOYEE?**

- Work quality
- Productivity
- Change in demeanor
- Attendance problems
- Conflicts or interpersonal problems

#### **Personal problems can impact job performance.**

As performance issues emerge, call Claremont EAP for a telephonic management consultation. It is free and confidential. You stay focused on the employee's performance issues while Claremont addresses the underlying cause of the problem. Claremont EAP helps good managers become *better* managers. Find out more. 800-834-3773

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