

CLAREMONT EAP IMPACT MANAGER SUPPLEMENT

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A MANAGER'S GUIDE TO MOTIVATION

Motivation is crucial to good management. But different things motivate different people, and if you're a manager, understanding what motivates your staff is the key to everyone's success.

"You can't force someone else to be motivated," says Carol W. Ellis, author of *Management Skills for New Managers*. "What you can do is provide a work environment that offers opportunities designed to spark their inner drive."

Motivating factors: Often people of various ages with different life experiences have different motivators.

"To find out what motivates each of your staff members, pay attention to how they react to a variety of projects or objectives," says Ms. Ellis. "Then ask them questions regarding the kinds of changes they believe would increase their job satisfaction."

Once the factors are identified, take action by making changes that will increase your staffers' desire to succeed.

Most people are motivated by one or more of these needs:

- ✓ Achievement
- ✓ Responsibility
- ✓ Recognition
- ✓ Meaningfulness
- ✓ Meaningfulness

To satisfy the need for achievement, you should ensure that an employee's goals are set and monitored on an ongoing basis. You should provide ongoing feedback on goal achievement, and offer training opportunities to increase success. To meet the need for responsibility, you should provide opportunities for employees to be visible and have influence. Ask for their opinions and suggestions, and delegate opportunities for them to organize and direct activities. For employees who seek recognition, you should provide opportunities for people to work with others, as well as a chance to be visible to upper management. You should establish a relationship that provides feedback and attention. For those that need meaningfulness in their jobs, offer opportunities to cross-train so they understand how their work contributes to the company's overall objectives. Also, give them an opportunity to take on new responsibilities. To satisfy the need for advancement, ask employees about their career objectives and provide training opportunities on subjects of interest to them. "The bottom line is that as a manager, you're responsible for getting people to perform, and if you create the right environment, it's more likely your staff will do what needs to be done," says Ms. Ellis.

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.**

20 TECHNIQUES FOR IMPROVING TEAMWORK

Quality is a team sport. Someone once defined teamwork in a sentence: Together Everyone Accomplishes More. Ken Blanchard said the same thing a little differently: "None of us is as smart as all of us."

Quality requires the integration of many individual efforts into a "whole." Teamwork means that people work together in a spirit of cooperation and mutual respect. When one member of the team falters, it affects the outcome of the entire process. The development of teamwork is not just one of the essentials of a quality effort, but one of its greatest benefits.

Over the years, successful quality groups have identified the following activities team leaders can do to improve teamwork.

1. Help people get to know each other and build trust.
2. Provide structure for the group (but not too much).
3. Encourage open and honest expression of ideas.
4. Pay attention to what is said, not said, the mood of the group, the energy level, body language, feelings, etc.
5. Make sure the atmosphere is relaxed, comfortable and free of fear.
6. Ensure that everyone has an opportunity to participate.
7. Keep the group focused on the present and not on the past.
8. Model active listening (paraphrasing, speaking less and listening more, listening for unexpressed feelings, etc.).
9. Help the group set productive norms, make effective decisions, formulate goals, evaluate itself, etc.
10. Keep thinking about what the group needs.
11. Invest leadership in all team members so as not to create a dependency on one person.
12. Help individuals balance their needs with the team's needs.
13. Provide the group with feedback on its achievements as well as its problems.
14. Resist the temptation to suppress conflict. Resolve it by keeping focused on the issues, not the personalities.
15. Remind the group that progress comes from the willingness to face problems and improve methods of dealing with them.
16. Focus on the process how things are done, how information is gathered, how decisions are made, how problems are solved, etc.
17. Design a physical layout that's conducive to team members being comfortable, feeling relaxed, being able to see each other, etc.
18. Develop an organizational context that supports the team by offering clear direction, a reward system based on team performance, etc.
19. Help team members develop their communication and team skills.
20. Help team members understand the consequences of their behavior by providing open, honest feedback when they ask for it.

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.

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