

## IMPACT

Manager Supplement

July-September 2003

### *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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## Nine Characteristics of an Effective Team

### 1. Clearly Defined Goals

By identifying and prioritizing team goals, time is not wasted deciding between pressures or conflicting opportunities. Successful teams know that they are working together toward a common goal. A slogan for a department or motivating catch phrase may be used to symbolize what the team wishes to accomplish.

### 2. Integrity

To achieve team goals, team members need to be able to express their opinions and accept feedback from team leaders. Setting and maintaining levels of integrity within a group give them room to do this. Feeling that they can be honest in their assessment of another's work and willingness to accept the same brings an invaluable mutual trust into the workplace.

### 3. Cooperation Not Competition

Each team member brings their own talents into the group which benefits everyone. Working cooperatively can mean achieving a higher level of success.



### 4. Use Meetings Effectively

Regular meetings keep team members up to date. Special meetings can be set up for brainstorming, problem solving, and expediting high priorities. Organized and structural meetings keep information flowing. Meetings where nothing is accomplished are eliminated.

### 5. Knowing When and How to Make Decisions

Each team member is trained to make decisions effectively. Gathering information quickly is the first step. Individual members leading specific processes and responsibilities builds decision-making tools. Tasks as simple as scheduling

breaks or as complicated as solving unforeseen problems offer hands-on experience.

### 6. Strong Interpersonal Relationships

Keeping the peace doesn't mean glossing over problems or ignoring conflict. It means building strong interpersonal relationships through extracurricular group activities, common

recreational meetings and by building strong relationships with each team member.

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

## Nine Characteristics of an Effective Team

### 7. The Team as a Cohesive Entity

An effective team views itself as one cohesive entity. To achieve this feeling within a group, rotate partners and vary trainers and apprentices. When each team member has some common bond within the group, the group stays interlocked.

### 8. View the Team as Part of a Whole

Understanding that the work

team is a part of the larger company team is an important perspective. Visual aides such as graphs and charts help illustrate the big picture. Also, presentations by other supervisors can show how each group is viewed by others.

### 9. Goal-Oriented Rewards

Achievements are celebrated in many nonmonetary ways. Team potlucks or picnics,

framed photos on display and extra privileges such as special parking spaces or longer lunch hours can be part of the celebration. Effective members are recognized for a job well done.

## First Steps for New Supervisors

Your first moves as a supervisor could be the most important ones you make. To get off to a good start:

### Get Acquainted With Your Group

- Take a few days to meet everyone in your group. Start with a group session, but have a private discussion with each individual.
- Find out each person's background, interests and ideas about how effective the group is.
- Share your background, philosophy on supervision and expectations.

### Identify and Support Informal Group Leaders to Win Their Cooperation

- Find out who in the group has the respect and attention of the other group members.
- Consult these informal leaders on group needs.
- Discuss ideas you are considering with them.



### Keep in Touch With Your Group

- Circulate among your group.
- Be available to answer questions and offer suggestions.

### Start Small

- Make the most easily acceptable changes first.
- Move cautiously to wider or more controversial changes such as work hours or group size.

### Downplay Your Status

- Be on a first-name basis with employees.
- Be readily accessible to group members.
- Be willing to help when there's a crisis.

### Stay Positive

- Express confidence in the group
- Show a willingness to get involved in group success.
- Express the idea that you and the group are working together.

*“Your first moves as a supervisor could be the most important ones you make.”*

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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.*