

CLAREMONT EAP *Your trusted resource*

MANAGER
SUPPLEMENT

IMPACT

April - June 2014



Knowing your staff is an important part of a successful organization. By getting to know your employees, you have the benefit of understanding each individual's talents, needs, and motivators. You also help establish a respectful environment that boosts morale, confidence, and establishes an overall feeling of support.

Why Is It Important?

As you get to know your employees you will:

- Become aware of each individual's learning style. You can use this to better describe techniques, job duties, and other processes to the staff member so that he or she can be more effective.
- Become more aware of each individual's communication style. This will make you better able to understand their behavior, leadership potential and management style.
- Know what they like to do and what they don't like to do. Use this information to delegate job duties and tasks. Or perhaps, challenge them to face the tasks that are challenging to them in order to learn new skills and grow as a professional.
- See what motivates them. Some workers are motivated by bonuses, others by receiving praise.
- Gain the trust of your employees.
- Understand what kind of feedback they best respond to, and find out the best way to give them feedback.
- Discover that your staff is more effective and productive when they work in an environment where they feel honored as individuals.

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.

A manager's 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.

For confidential help, call: **800-834-3773**

or visit claremonteap.com

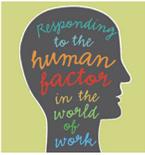
Get to Know Your Employees

A great first step is to focus on your own self-awareness. Make sure you are personable and approachable. Create opportunities to talk both inside and outside of work, if needed. Occasionally, talk about your family, hobbies, or other outside-of-work topics. Allow your employees to see you as not just a boss, but someone they can talk with and trust.

Secondly, focus on listening to your employees. Developing your skills and learning to be an effective listener will help you with your staff as well as in your personal life. Ask sincere questions about things that are important to your employees, like how their families are, how their day is going, etc. Avoid getting too personal, but genuinely get to know them. If an employee does not open up to you, don't take it personally, they may prefer to keep their personal lives and work lives separate. Develop the relationship slowly by focusing on work and task related conversation. Be friendly and open and let the communication evolve according to their comfort level.

To further get to know who you work with, put together outside-of-work functions or team-building activities. Pick activities that build trust or build team unity.

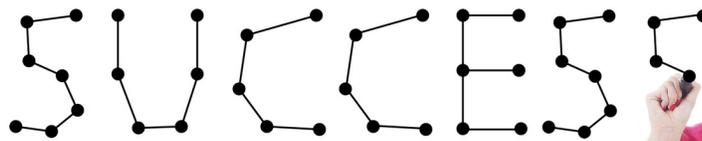
*Written by Life Advantages -
Author Delvina Miremadi ©2014*



GREAT WAYS TO MOTIVATE YOUR TEAM

Being a facilitator -- making it easier for your team members to do a better job -- will make you a more competent team leader.

“Rather than telling people what to do, effective leaders help bring out the best in their team members,” says Andrew J. DuBrin, Ph.D., a management professor at the Rochester Institute of Technology in Rochester, New York, and author of *The Breakthrough Team Player*.



“One way to succeed is to perfect your coaching style. As a coach, you can make on-the-spot suggestions and offer team members encouragement.”

To access your free and confidential services, call:

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or visit claremonteap.com

Supporting Your Team

Following these tips will help you improve your effectiveness as a team leader:

- Provide specific feedback - pinpointing behaviors, attitudes and/or skills that need improvement will help you coach a team member to perform at a higher level.
- Help your team devise a mission statement.
- Creating such a statement can help team members focus more clearly.
- Be supportive - providing emotional support and encouragement can help a leader improve the work of team members who aren't performing at their best. Just being helpful may be enough.
- Be a model of what you expect - an effective leader spurs others to act appropriately by setting an example. For instance: Cooperating with people from other organizational units will encourage team members to do the same.
- Foster teamwork - promote the attitude that working together effectively leads to success for everyone. Refer to those in the group as team members or teammates instead of subordinates or employees. Make frequent use of the words “we” and “us.” For example: “We achieved the new sales goal.”
- Encourage team members to treat one another as customers - most people treat customers with more respect and concern than they do fellow employees at or below their levels. Encouraging team members to treat each other as customers fosters cooperative behavior and politeness.
- Bring team members together for meetings, meals and occasional parties.
- Schedule most get-togethers during regular office hours so you don't intrude on people's personal time - emphasize that yours is a winning team. Frequently remind team members that their work is important. Help them identify tasks they're particularly good at and promote them as key members of the group. Build the commitment and confidence of each team member. “For the group to develop a strong team spirit, individuals must feel a sense of mutual accountability,” DuBrin says. “Frequently reminding team members of what they're doing right is one way to build commitment and self-confidence.”
- Emphasize group recognition - giving rewards for group accomplishments promotes team spirit by enabling team members to take pride in the entire team's contributions and progress. “Consider creating a display wall for postings of team activities, certificates of accomplishment and upcoming events,” says DuBrin. “If you have room in your budget, you might want to order T-shirts, athletic caps, mugs or key rings imprinted with your team name or logo.”
- Don't keep the best assignments for yourself - doing this dampens team spirit and hampers performance. “Look for opportunities that will allow other team members to perform at a high level,” DuBrin says.
- Welcome all input - team spirit increases when everyone contributes. DuBrin says, “It's especially important that the leader not allow one or two people on their team to do most of the work.”