

Supervisor/HR Supplement Newsletter

November 2009
Page 1

Helpful Resources From Your Employee Assistance Program

What your Co-workers/Employees Really Need from You!

Top 10 Traits of an Effective Leader

According to a survey of 5,000 workers, employees look for the following traits in an effective leader:

1. The ability to give clear direction.
2. Practices candid, honest, and open communications.
3. Willing to coach and support people.
4. Relates rewards to performance.
5. Gives feedback on important actions.
6. Selects the right people for the organization.
7. Understands the financial implications of decisions.
8. Encourages new ideas.
9. Gives employees a voice in decisions.
10. Displays consistent high integrity.

Remember: employees want to work for leaders they can respect.

Are you a perfect 10?

(Adapted from Secrets for Success, published by People Development Company, Siler City, NC,



Based on recent surveys, emotional and mental support are among the top priorities that individuals want from one another at work. What co-workers really need from you is no different from what you really need from them:

1. Consistency

Being there and doing what you agree to do, regardless of personal feelings, helps you focus on personal strengths and weaknesses. Be consistent, be accountable.

2. Cooperation

Listening, lending a hand, letting others take the lead when they have a good idea, helps bring you together in a positive way. Ask others their opinion, encourage them to share ideas, invite them to participate in projects to exercise their unique talents, find ways to compliment and appreciate them.

3. Compassion

Everyone has some kind of pain, concern, or problem. Accept them and adjust your attitude to one of helping as they act out the challenges and difficulties in their own lives. Focus on giving, not on getting.

4. Care

All of us want individual attention. Most never get enough in the busyness of our work place. You can change that and still get the job done. Offer: a nod of approval, a smile, a word of encouragement, a kind gesture, or a simple "thank you".

(Adapted from article by Karen O'Connor in Caroline October 2002)



The key to successful leadership today is influence, not authority.

Kenneth Blanchard

Deer Oaks EAP Services, your Employee Assistance Program, is always available to you and your dependents. If you are struggling with home or work related issues contact your EAP, Deer Oaks, at:

866-327-2400

eap@deeroaks.com

www.deeroaks.com

Supervisor/HR Supplement Newsletter

November 2009

Helpful Resources From Your Employee Assistance Program

Page 2



Time management can be easy! Honest! Keep it simple with these time management tips:

1. **A day is 24 hours long ;-)**
2. **We spend about 10-12 hours a day being a human. Sleeping, eating, relaxing and other basic needs . That's at least 40% of each and every day simply to keep us going.**
3. **The remaining 50-60% of our time is ours to do with as we please. What we do with this time is entirely our choice.**

Some time management techniques are geared to saving a few minutes here and maybe an hour or two there, but honestly, have you made better use of the time saved? Or have you just crammed in another activity?

There is a well-known story about how to fill a bucket, and to save you time, here is the condensed version. To fill your bucket, first you put in the rocks. Is your bucket full? No, you can fit in some pebbles. Is your bucket full? No, you can fit in some sand. Is your bucket full? No, you can fit in some water. What is the moral of this tale? That you can always fit more? No, if you don't put the rocks in first, you'll never get them in.

A Quick Time Management Exercise

With this in mind, make a list for yourself. Here's one I prepared earlier.

- **Rocks – time with family, time with friends, learning new skill, undertaking big project**
- **Pebbles – member of club, volunteering, coaching**
- **Sand – routine chores at work, reading books**
- **Water - housekeeping, watching movies, internet**

Decide how much time should be spent on the "Rocks". Is 50% of your waking hours good enough or would you go so far as 80%? A quick bit of mental arithmetic tells me that's at least 6 hours per day doing stuff that's really important to you! I would say that's effective time management! (I told you it was easy!)

So that leaves a few hours for the Pebbles, Sand and Water. It doesn't matter how you split your time between each of these activities. The most important tip is to recognize that the small stuff can get in the way of the big stuff. And when the small stuff does get in the way, ask yourself why is that? What can I stop doing or do less of to free up my time?

Early starts and late finishes, rushed or skipped meals, sporadic or non-existent social contact all take their toll. It's tempting to steal time from our basic "being human" time but give it back! You will reap the rewards. If you take away one time management tip, remember that good time management is about knowing what's most important and doing that the most. And you don't need a fancy diary for that!

By Lyndsay Swinton
Owner, Management for the Rest of Us at www.mftrou.com

Deer Oaks EAP Services, your Employee Assistance Program, is always available to you and your dependents. If you are struggling with home or work related issues contact your EAP, Deer Oaks, at:

866-327-2400

eap@deeroaks.com

www.deeroaks.com



Ask Your EAP

Q. What do I do with a slow performer?

Are you witnessing behaviors and performance issues with your employee that can be described and measured? If so, this means you can have a discussion with your employee about correcting them. Don't worry about what underlies these behaviors. Being able to describe them and judge them as problematic to the work situation is more meaningful to motivation and more important than a diagnostic label. Consider whether you had grown accustomed to your employee's slow work pace over the years and if some new change or pattern has recently emerged to cause you to focus upon them. Have they become more severe or more frequent? Discuss with your employee your observations of slow performance, a lack of drive, and appearances of being tired. Suggest that the EAP can help in resolving these issues. Don't rule out a supervisor referral in the future.

Q. Is it appropriate for me to ask the EAP for advice on how to best communicate with my employee? Although he has no per romance issues, he is not easy to approach and it is difficult to hold a conversation with him.

It is appropriate to use the EAP as a consultant to help you manage any relationship issues you experience with your employees. The employee assistance professional might lead you to discover not only more effective ways of communicating with your employee, but also what his behavior means. Furthermore, effective communication is the employee's responsibility as much as it is yours. If you assume that communication is solely your burden, you are eliminating a key measure of your employee's responsibility for interpersonal effectiveness. Talk to the EAP to explore whether you struggle with assertiveness and how you can help your employee be more accountable for behaviors that clearly impede the ability of others to communicate with him. The EAP will help you gain a clearer perspective along with the practical help in communication that you seek.

Q. There is obviously more to listening than being available and attentive to what employees say. I received a poor rating on my annual evaluation from the company. What can I do to be a better listener?

A key measure of success in how well you listen to your employees is how they feel about you, and themselves, once you have finished meeting with them. Consider the common behaviors of managers who gain the trust of employees who come in search of a listener. When listening, do you show that you welcome the employee? Do you offer a smile or demonstrate a thankful attitude that your employee has come to call? Do you avoid interruptions and splitting your listening time with other tasks? Do you actively listen to employees? (Some supervisors listen to employees like a radio— hearing, nodding, but never looking up at them as they busy themselves with other tasks.) Do you validate the legitimacy of your employee's viewpoint, even if you disagree with it? Do employees leave a meeting with you feeling important and valued? To become a good listener, see this responsibility as an essential function alongside things such as budgeting or strategic planning. Doing so will produce happier employees and great returns.