



# THE SUPERVISOR/HR NEWSLETTER

Public Employee Benefits Alliance

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EMPLOYEE ASSISTANCE PROGRAM

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## January Online Seminar

### *Building Positive Relationships at Work*

Examine patterns in our workplace relationships and how we can alter our approach to make them positive.

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## 2018 Supervisor Excellence Webinar Series & Leadership Certificate Program

*Managers/supervisors who attend 5 of the 6 webinars will receive the Deer Oaks 2018 Leadership Certificate. Attendance is captured when viewing each recording. There is no other registration needed.*

### Session Recording Links

*Preparing to Lead Effectively*

<https://attendee.gotowebinar.com/recording/8571220193555391745?assets=true>

*Relationship Excellence for Managers*

<https://attendee.gotowebinar.com/recording/8528081955655269121>

*How to Motivate Employees from Different Generations*

<https://attendee.gotowebinar.com/recording/6833217767937705729>

*How to Effectively Delegate Tasks & Responsibilities*

<https://attendee.gotowebinar.com/recording/460889278988855810>

*How to Become a Better Coach*

<https://attendee.gotowebinar.com/recording/8064853312786242817>

*Strengthening the Team*

<https://attendee.gotowebinar.com/recording/1658963330740420099>

# Being a Leader

Over the past several years, one of the most important contributions psychology has made to the field of business has been in determining the key traits of acknowledged leaders. Psychological tests have been used to determine what characteristics are most commonly noted among successful leaders. This list of characteristics can be used for developmental purposes to help managers gain insight and develop their leadership skills.

The increasing rate of change in the business environment is a major factor in this new emphasis on leadership; whereas in the past, managers were expected to maintain the status quo in order to move ahead, new forces in the marketplace have made it necessary to expand this narrow focus. The new leaders of tomorrow are visionary. They are both learners and teachers. Not only do they foresee paradigm changes in society, but they also have a strong sense of ethics and work to build integrity in their organizations.

Raymond Cattell, a pioneer in the field of personality assessment, developed the Leadership Potential equation in 1954. This equation, which was based on a study of military leaders, is used today to determine the traits that characterize an effective leader. The traits of an effective leader include the following:

- *Emotional stability*—Good leaders must be able to tolerate frustration and stress. Overall, they must be well-adjusted and have the psychological maturity to deal with anything they are required to face.
- *Dominance*—Leaders are often competitive and decisive, and usually enjoy overcoming obstacles. Overall, they are assertive in their thinking style as well as their attitude in dealing with others.
- *Enthusiasm*—Leaders are usually seen as active, expressive and energetic. They are often very optimistic and open to change. Overall, they are generally quick and alert and tend to be uninhibited.
- *Conscientiousness*—Leaders are often dominated by a sense of duty and tend to be very exacting in character. They usually have a very high standard of excellence and an inward desire to do their best. They also have a need for order and tend to be very self-disciplined.
- *Social boldness*—Leaders tend to be spontaneous risk-takers. They are usually socially aggressive and generally thick-skinned. Overall, they are responsive to others and tend to be high in emotional stamina.
- *Self-assurance*—Self-confidence and resiliency are common traits among leaders. They tend to be free of guilt and have little or no need for approval. They are generally unaffected by prior mistakes or failures.
- *Compulsiveness*—Leaders are controlled and very precise in their social interactions. Overall, they are very protective of their integrity and reputation, and consequently tend to be socially aware and careful, abundant in foresight, and very careful when making decisions or determining specific actions.
- *Intuitiveness*—Rapid changes in the world today, combined with information overload, result in an inability to know everything. In other words, reasoning and logic will not get you through all situations. In fact, more and more leaders are learning the value of using their intuition and trusting their gut when making decisions.
- *Empathy*—Being able to put yourself in the other person's shoes is a key trait of leaders today. Without empathy, you can't build trust; without trust, you will never be able to get the best effort from your employees.
- *Charisma*—People usually perceive leaders as larger than life. Charisma plays a large part in this perception. Leaders who have charisma are able to arouse strong emotions in their employees by defining a vision that unites and captivates them. Using this vision, leaders motivate employees to reach toward a future goal by tying the goal to substantial personal rewards and values.

Leaders are rarely (if ever) born. Circumstances and persistence are major components in the developmental process of any leader, so if your goal is to become a leader, work on developing those areas of your personality that you feel are not up to par. For instance, if you have all of the basic traits but do not consider yourself very much of a people person, try taking classes or reading books on empathy. On the other end, if relating to others has always come naturally to you, but you have trouble making logical decisions, try learning about tough-mindedness and how to develop more psychological resistance. Just remember, people can do anything they set their mind to.

*Source: U.S. Small Business Administration. (n.d.). Being a leader. Retrieved February 5, 2015, from <https://www.sba.gov/>*

## How to Improve the Engagement of Your Employees

Organizations that have an engaged workforce experience significant increases in the productivity and retention of their employees. Research has found that highly engaged workers believe that they positively impact the quality and service provided by their organization. In addition, one study reported that engaged employees are 35% more likely to stay in their current jobs.

### Drivers of Employee Engagement

Below are several management practices that can drive increased levels of employee engagement in an organization:

- **Proactively connect with your employees**  
Supervisors who prioritize spending quality time with their employees tend to have a more engaged team. Get to know your employees' needs and goals so that you can assign them work in areas of interest and that suite their strengths.
- **Communicate the importance of the work that they do**  
An employee's perception of the importance of their job has a greater impact on loyalty than any other factor. Help your employees to see how their role is contributing to the organization's success and future i.e. the overall mission, departmental goals, financial performance, etc.
- **Give employees input into the work they are assigned**  
Whenever possible, solicit employee input into department goals, project plans, etc. As you assign work, provide the "what" (project, task, goals), but let the employees decide the "how" (specific work plan and methods).
- **Provide consistent communication**  
Keep your employees informed about what's going on in the organization - knowledge is empowering. In addition, give continual feedback about their performance and regularly provide recognition and appreciation for their contributions. Recognition is a powerful motivator!
- **Maintain a positive workplace culture**  
Create an emotionally safe environment for your team that is respectful and non-punitive. An environment like this encourages employees to be creative and share innovative ideas.

*Source: Greg Brannan, Dir. of Business Development & Training, Deer Oaks EAP Services*

# Ask Your EAP!

The following are answers to common questions supervisors have regarding employee issues and making EAP referrals. As always, if you have specific questions about referring an employee or managing a workgroup issue, feel free to make a confidential call to the EAP for a management consultation.

*Q. Can you give me a basic formula or a “do it by the numbers” way to write a corrective memo, one that explains step-by-step what to include?*

A. Follow these numbers and your documentation should be effective. Letter to employee: 1) On (date), \_\_\_\_ incident occurred. 2) Specifically, \_\_\_\_ (what was seen, heard, said, happened, etc.). 3) Mention negative effects or outcome of incident on immediate work unit or operation. 4) State unacceptability of event/incident and why it is unacceptable. 5) Reference any similar past events. For example, \_\_\_\_\_. 6) State larger impact and effect on productivity for organization. 7) State that you are anticipating this won't happen again. 8) Invite employee to meet and discuss issues, concerns, or precipitating events to prevent any future incident. 9) Provide a strong recommendation to visit the EAP confidentially to discuss any problem that may be associated with the issue. 10) Give phone number to EAP. 11) Thank employee for attention to the matter. 12) Invite employee to discuss any other concerns. 13) Copy next-level supervisor and 14) copy EAP. This is one example of a structured memo with essential elements. However, your HR department may also have recommendations for you.

*Q. If supervisors visit the EAP to get advice or consultation on unique employee management situations, but do not share their personal problems with the EAP, are they still guaranteed the same sort of confidentiality given to employee clients?*

A. Any employee, whether or not they are a supervisor, or whether or not the nature of the discussion is about a personal problem, is covered by the program's confidentiality policy. Using the program to get help is what defines you as a client, not the type problem you bring. Ensuring that your discussions with the EAP are confidential reduces risk to the organization because it helps ensure that you are likely to visit the program without hesitation, seek its help in dealing with troubled employees, and thereby reduce risk that employees will be mismanaged. Mismanagement of employees can lead to wrongful discipline, workplace violence, conflicts, absenteeism, legal claims, and much more. When managing troubled employees or simply seeking to elevate their potential, consider what role the EAP can play. EAPs acquire experience on motivating workers, documentation, confrontation, praising and inspiring employees, making observations, and conflict resolution, and can guide you in “what to say” and “how to say it” no matter what the communication need might be.

*Q. My employee told me, in a private conversation, that she visited the EAP regarding some problems at home with her spouse. Am I obligated to keep this information about her visit to the EAP confidential?*

A. Yes. Periodically, all managers learn personal information about their employees through private conversations, employment records, hearsay, and personal notes provided to them. Sometimes employees accidentally disclose personal information under emotional stress. Your possession of this information carries with it significant responsibility, and the appropriate care of it is a matter that shouldn't be taken lightly. Here are some rules to follow: Consider all personal information about employees as private and never disclose it unless compelled to do so. In all cases, talk to your HR manager or legal advisor and don't act alone without such advice. Also, it may be tempting to share personal information about an employee in confidence with another manager/colleague and ask him or her to not re-share it. Don't do this.

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