

# CLAREMONT EAP IMPACT MANAGER SUPPLEMENT

July-September 2010

## THE FOUR BASIC MANAGEMENT SKILLS

The skills you must practice as a manager fall into four areas:

### Planning

*(Setting goals)*

- Choose company goals and departmental objectives
- Develop plans and budgets to reach goals and objectives
- Establish policies and procedures

### Controlling

*(Making sure goals are achieved)*

- Set standards of performance
- Evaluate performance against established standards
- Take corrective action as required

### Leading/Motivating

*(Working directly with people)*

- Select the right people to fill positions
- Train and develop employees for their tasks
- Motivate workers to achieve
- Communicate with staff
- Make necessary decisions

### Organizing

*(A blueprint for achieving goals)*

- Identify and group work to be done
- Choose the right type of organization for the work
- Delegate responsibilities
- Determine working relationships among people



## 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.](#)

## THE ROOTS OF INFLUENCE

**There are three bases that you can operate from to gain cooperation from those you supervise.**

**A good supervisor develops and uses all three.**

### Position

Your position allows you to meet requests and give direction. To use your position effectively:

- Be fair and consistent in using your authority
- Avoid making inappropriate or unreasonable demands
- Avoid promising rewards or threatening punishments you do not intend to deliver

### Knowledge

Your people rely on you for information and guidance. To use your knowledge effectively:

- Stay up-to-date in the knowledge that is important to your workers' tasks
- Show that you're available when others need your help and guidance
- Use your knowledge to make your group work better, easier or safer

### Relationship

Your relationship with your group members determines how well they perform. To use your relationship effectively:

- Get acquainted with each member of your group
- Without being nosy, show an interest in each member's life
- Help by doing favors when appropriate
- Foster a sense of mutual cooperation
- Avoid playing favorites with your employees
- Beware of employees who ask for personal favors or for your help doing anything illegal, unethical or in violation of personal values under the guise of friendship

**Remember, the purpose of influence is to get people to carry out the responsibilities of their jobs willingly and with enthusiasm.**

## 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](http://www.claremonteap.com)