

CLAREMONT EAP IMPACT MANAGER SUPPLEMENT

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Characteristics of Effective Decision Makers

They Take Time to Define the Issue

Before plunging into a decision they carefully consider the issue being decided. What is the problem the decision will solve.

They Avoid One-Track Thinking

There are many ways to solve a problem. Even when a decision seems obvious, the more possibilities you consider, the more likely you are to come up with a better solution than the obvious one.

They Ask Questions

- Are there people whose knowledge and experience could help you make a better decision?
- Have others made similar decisions? How did their choices fare?
- What information do you need to make an informed decision?



They Make Rational Decisions

Before deciding:

- Write down the priorities that justify each possible action and the results you hope to achieve. List the likely consequences of your decision the benefits and the problems. Then determine how you'll deal with them.

They Learn From Experience

The better you understand what worked, what didn't, and why, the better your future decisions will be. After each big decision, list any differences between what was expected and what actually happened as a result of the decision.

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.](#)

Conducting a Productive, Efficient Meeting

No one wants to spend more time in meetings than is absolutely necessary. Here are some tips to keep meetings productive, on track and on time.

Prepare a Written Agenda And Stick to It

Distribute an agenda in advance so everyone has a chance to prepare for the meeting.

- Check off items as they're completed.
- If new agenda items are introduced at the meeting, add them to the agenda in order of priority or table them for future discussion.

Start and Stop on Time

It's unfair to people who are on time to delay the start of a meeting because of latecomers. Meetings that run overtime can interfere with people's schedules.

- Close the door when the meeting begins. Latecomers will attract unwanted attention as they enter.
- Put items of interest to potential latecomers at the top of the agenda.
- Look to other group members to apply pressure on latecomers.
- Speak privately to repeat offenders.
- Map out time limits for each of your agenda items to help you end on time.
- Suggest follow-up for agenda items that take too much time.

Keep a Brisk Pace

It helps to announce in advance that you will complete the agenda on schedule.

- Encourage others to make their points within a time limit.
- Stop those who waste time with off-the-subject comments, interruptions or repetition. Give a brief reminder that you're planning to end on time: "We've got a lot to cover today, so we'll need to move fast."
- Schedule separate slower-paced meetings for creative processes such as brainstorming.

Deal With Digressions

People tend to digress in meetings when the discussion becomes boring or other topics arise. Keep the meeting on track by preventing digression.

- When discussion strays from agenda items, immediately interrupt and bring attention back to the agenda.
- Point out that the discussion is off the topic and ask for a consensus on whether to return to the agenda, put the new item on the agenda to be discussed later or depart from the agenda to discuss the new item.

Generate and Assign Action Items by Meeting's End

It's much harder to define who will do what and assign tasks after the meeting ends.

- Document your action items by writing on the agenda what will get done, who will do it and the deadline. Record it in the minutes.
- Give assignments before anyone leaves the room.

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