

CLAREMONT EAP IMPACT

April - June 2011

MANAGER SUPPLEMENT

Look Out for Burnout

Burnout in an employee or team can lead to depression, confusion, low morale and shoddy work. Keep a lookout for the following indicators:

- any sudden change in work habits and attitude
- loss of motivation
- chronic negativity
- creative blackout
- absenteeism/tardiness

Countering Burnout

Use detective work. Do a little digging and locate the cause of the burnout. Counteracting damage already done is tricky and will depend on the employee and work situation.

Missed Promotion or Bonus

Frequently missed cash incentives and being passed over for a promotion can turn an otherwise high-energy employee into a passive participant. Help him or her find another avenue for achievement, such as a challenging new assignment.

Anxiety

Many downsizing companies expect fewer employees to complete more work. When employees don't feel they have enough time to adjust, they often feel burned out. Using some creativity in redistributing work within the team can help.

Uncertainty

Most people enjoy consistency in their job and life. Expect to see burnout if the team works in an atmosphere of frequent long term change. Firm up



those aspects that are within your supervisory control such as: schedules, minimum hours and short-term assignment deadlines.

Reorganization

Change is always difficult. When your company needs to make changes for its own health, communication is a key to smoothing the way and reducing burnout. Give advanced notice whenever possible and involve team members in planning for upcoming changes.

Overwork

Each individual has limits of endurance. Reaching the limits of overwork will cause burnout. Redistribution of responsibilities or breaking down large projects into smaller pieces and short-term goals could alleviate the pressure.

A Plan to Leave the Job

An employee anticipating an upcoming job change will often exhibit classic burnout behavior. Their work may slip and their attitude may change.

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.](#)

Look Out for Burnout *(Continued)*

Refer to Claremont EAP

Venting frustrations and being allowed to talk about the cause of personal burnout will often go a long way to put out the fire. Show the employee that someone cares and help them clear the air and their mind.

Whenever an employee shows signs of stress or burnout, refer them to Claremont EAP. Claremont offers free and confidential visits with a licensed clinician. By referring an employee to the EAP, you are helping employees to help themselves.

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Responding to Complaints

When employees come to you with problems, it's important that you reassure them that they will get a fair response.

- Review the complaint and what steps you have taken to evaluate and respond to it. *This demonstrates your interest and willingness to get involved.*
- Focus on what is right not who is right. *This way you can deal objectively with the facts of the case.*
- If you made a mistake, admit it and explain what corrective measures have been taken. *Everyone admires a person who can admit a mistake and take action to repair any damage that has occurred.*
- If you were right, explain why. *Sometimes a complaint is simply a result of a misunderstanding about rules, policies or procedures.*
- Be objective and factual in your response. *Stay with the facts about what you did and what the outcome was. Avoid negative or demeaning comments.*
- If the complaint is out of your jurisdiction, find out who the employee needs to talk to and set up an appointment. If the complaint questions your authority or judgment, clear the way for the employee to talk to your boss.
- Regardless of the outcome, it is important that the employee leave your office feeling positive about how you fairly handled the matter.



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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