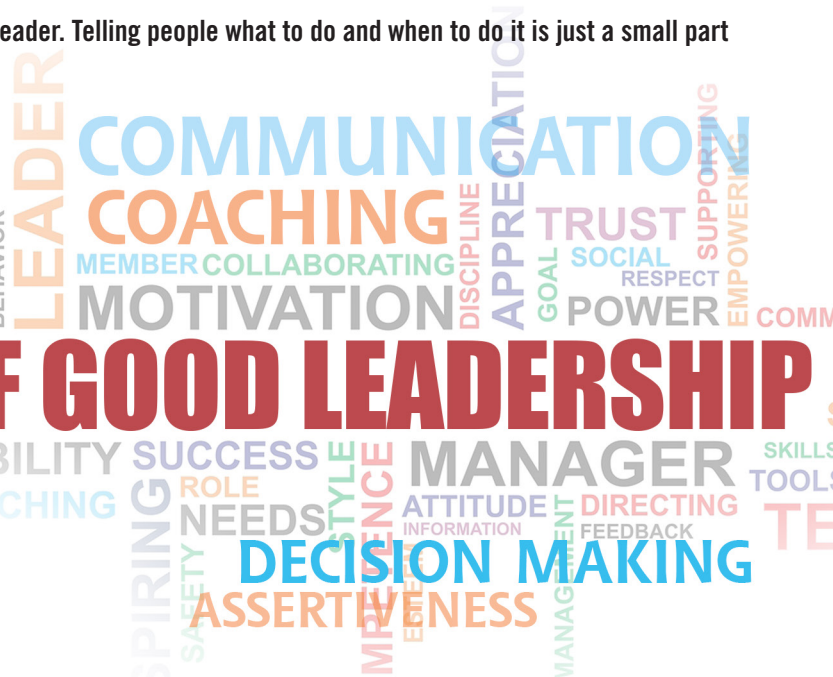


There's a great difference between being in-charge and being a leader. Telling people what to do and when to do it is just a small part of being a leader.

If you don't develop the other leadership skills that help motivate teammates and keep projects on-task, you risk limiting your effectiveness and potential in your workplace role. Here are the key elements that build strong leaders.



THE ELEMENTS OF GOOD LEADERSHIP

COACHING

- ◆ Leaders clearly define goals for their team.
- ◆ They set an example for teammates to follow.
- ◆ They motivate their teammates and are supportive and honest with them.
- ◆ They don't play favorites, but treat everyone fairly.
- ◆ They resolve conflicts and help everyone work toward the same goals.

COMMUNICATION

- ◆ Leaders say what they're going to do and they follow through.
- ◆ They are active listeners when someone shares a problem or concern.
- ◆ They avoid communicating in ways that pass blame or create tension.

DECISION MAKING

- ◆ Leaders think through problems and avoid rushing to judgments.
- ◆ They look at all the options to resolve problems or meet goals.
- ◆ They're willing to listen to the suggestions of others.
- ◆ They'll take risks to push new ideas and project goals.
- ◆ They avoid repeating past mistakes and seek to learn from their errors.

ASSERTIVENESS

- ◆ Leaders tell their team members what's expected of them.
- ◆ They don't wait to resolve an issue or address a concern.
- ◆ They move quickly to avoid wasting time.
- ◆ They prefer active involvement to passive behavior.

Leaders also know how to separate "You" from "I" in the way they communicate with their subordinates, especially when related to personal feelings or project expectations.

"YOU" STATEMENTS INCLUDE:

- ◆ You always interrupt me during meetings."
- ◆ "You're always the last one to arrive at work."
- ◆ "You can't seem to meet the deadlines you're given."

"I" STATEMENTS INCLUDE:

- ◆ "I'm concerned with your behavior in meetings."
- ◆ "I expect you to arrive to work on time."
- ◆ "I've noticed that you're having trouble meeting deadlines."

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A MESSAGE TO MANAGERS FROM CLAREMONT EAP

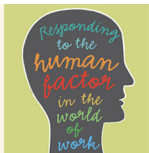


Often, the employee who needs their Employee Assistance Program the most doesn't think to call for assistance.

A manager's 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.

For confidential help, call: **800-834-3773** or visit **claremonteap.com**



Communication is a key element to successful organizations. By continuously updating your employees about the status of the organization, you provide them a sense of community and trust among and between all levels of staff.

Keeping Your Employees Informed About Key Issues

Communicating About Other Departments

Employees may have questions about how other departments affect their work, and how their work affects other departments. In order to keep a positive work atmosphere that promotes healthy communication, arrange meetings between groups and departments.

Communicating About Customers

Have employees ask customers for written and oral feedback. Share these comments and suggestions at staff meetings.

Communicating With Workers About the Company's Financial Status

Share with employees as much as you can, explaining how each team has affected the company's financial picture. Supervisors can use sales or supply expense reports to demonstrate how much each team has contributed.

Communicating About Outside Competition

Use outside, competing companies to inspire a competitive edge to your workforce. Examining competing products during meetings is a great way to discuss the competition your company is up against, and generate ideas to help set your company apart from the competition. Mutual vendors and distributors can also give supervisors insight into how your company and outside companies are viewed in your market.

Communicating About Job Performance

Tell your employees daily about job performance. Clearly defining goals and reminding employees of these goals is crucial to company success and allows employees to critique their own performance.

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