

CLAREMONT EAP *Your trusted resource*

MANAGER  
SUPPLEMENT

**IMPACT**

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## What Makes an Effective Coach?

As a manager, supervisor, or team leader, you probably have valuable experience that can be shared with your co-workers to create a more effective team. But experience alone won't make you an effective coach.

Below is a list of other tips and techniques that are important for you to learn in order to mentor and support your team well:

-  Recognize and develop your employees' strengths.
-  Ask for ideas and listen to what your team members share.
-  Look at your employees as partners who drive the success of your organization.
-  Give your employees recognition when they succeed.
-  Set and model workplace performance.
-  Hold your team members accountable when they don't meet organizational expectations.
-  Remind everyone of their roles and responsibilities.
-  Provide training opportunities and additional support programs.
-  Give your team members the room to do their jobs.
-  Define priorities and expectations for each employee.
-  Understand that you're a role model and can positively and negatively influence the workplace.
-  Keep things said to you in confidence, except when such information is illegal.
-  Give clear reasons behind your decisions.
-  Provide notice to your employees in advance of the changes that are coming in your company.
-  Set meetings to discuss workplace performance with each team member.
-  Do your part to protect employees from harmful, on-the-job stress.
-  Encourage your employees when they feel overwhelmed by or lost in their work.
-  Build trust with your team members at every opportunity.

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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 . . .

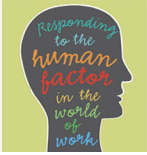
An EAP referral can make a difference.

For confidential help, call:

**800-834-3773**

or visit

**claremonteap.com**



# How to Empower Your Team

When employees don't feel empowered, they tend to isolate themselves and work alone, rather than as a team. They can be less motivated, and not be as creative or as inspired to achieve. In turn, this lack of empowerment leaves employees and teams unable to perform to their highest ability and productivity. Empowering your team brings success to employees, groups, and companies.

Read the advice below to see how supervisors can build empowered teams:

## **Allow the Team to Plan**

Allow the team to plan for a whole project, rather than small pieces of a project at a time. This way, employees will have to plan their work schedule accordingly and assign goals for themselves. This will generate team-wide responsibility to get the project done.

## **Allow the Team to Schedule Projects**

Daily meetings on scheduling can take up precious time rather than fill individuals with a productive spirit. Allow employees to schedule for their tasks, giving them enough work to fill up a week or more. Letting team members schedule projects on their own will help create better planning skills.

## **Allow the Team to Make Decisions**

When an employee is involved with decision-making, he or she will feel like an essential part of the team. Bring the team together for brainstorming or impromptu meetings so individuals can share in the decision-making process. Encouraging decision-making will make sure the team moves forward quickly toward its goals.

## **Allow the Team to Assign Work to Its Individuals**

Individuals of a team have insight into their strengths and skills, so allow the team to divide up a large project on their own. Also, this will allow individuals to build up strengths and skill sets that they may not have developed, as a person may have to complete a task he or she may have not done before. As a result, you will have better trained more well-rounded employees.

## **Look at Results Rather Than the Process**

When a team does the work to plan, schedule, make decisions, and assign duties, the supervisor will be able to see if the team was effective or not. By looking at the end result, rather than the process, you'll be able to empower your employees with the ability to govern themselves yet still provide feedback on whether their results were acceptable. This will inspire the team to find new ways to work on other projects, and adjust their process if necessary.

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