

Note: This special edition of EAP ACCENTS was designed for management and human resources personnel rather than the general employee. Do not distribute among all employees without reading thoroughly.

For Human Resources
Personnel, Managers and
Supervisors

EAP ACCENTS

Are you a Coach, Mentor, or Supervisor?

Your management style determines how you treat people, how they treat you and what actually gets accomplished in the workplace. There are positives and negatives to every management style, just as there are with every personality type. Evaluating your personal comfort zone, the people with whom you work and your company's philosophy are required to find the best management style for you.

In this special edition of EAP ACCENTS, we'll examine the different types of "people managers" to help you

determine which would work most effectively for you. Disregarding your actual title, while reading, consider the type of manager you'd most like to be and let us help you achieve that goal. If at any point, you find yourself in need of a professional to discuss your personal management style and goals, give us a call. The **Employee Assistance Program** isn't just for troubled employees, but also for those wishing to improve communication, work and life skills. As you know, being proactive provides the greatest benefit for all. We look forward to hearing from you!

1-800-899-3926



Clipboard Quotes

A good manager is best when people barely knows he exists. Not so good when people obey and acclaim him. Worse when they despise him.

Lao-Tzu
Chinese Philosopher (604 BC-531 BC)

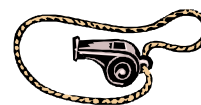
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Whose Team are You On?



Coaching is a hands-on and supportive role designed to help others achieve their personal goals, while successfully working with the team as a whole to win. Motivational and interpersonal qualities are required for a successful coach. Coaches tend to have the following characteristics:

1. **Approach employees from a “team” viewpoint.** Rather than look at each person in isolation, they seek a teamwork attitude, encouraging others to do the same. Therefore, any harm done to or accomplishment achieved by a member, including the coach, affects the entire team.
2. **A straight forward, no assumptions, communication style.** Coaches articulate and then review. They understand that others don't have time to evaluate what the boss “really means”. Coaches don't assume that everyone has the plan just because they've verbalized it. Clarification is an essential element of coaching to ensure that the entire team is on the same page.
3. **Motivate and inspire the team.** A coach continually reminds the team of what's at stake and what a positive outcome represents. A successful coach understands that motivation isn't about making the coach look good, but more about allowing the team to perform to the best of its ability, which makes everyone look good.

4. **Tend to be energetic.** Motivation, strong communication skills and inspiration require energy. An effective coach realizes the importance of keeping up his/her energy by being healthy, using positive language and avoiding stress.
5. **Develops trust.** Trust is crucial in teambuilding. Team members learn to trust each other and the coach by: being consistent in treatment and work ethic, keeping confidences, encouraging rather than berating even in times of difficulty, praising when appropriate, applying criticism constructively and privately, being honest and always allowing an “open door” policy for communication. Rewarding team members without degrading others also helps build trust.

All managers should be coaches at times, but if coaching appeals to you as a viable management style overall, work on developing the above skills. For more help with learning to be a coach, feel free to contact your EAP any time! You may also find the following books usual for further study:



Coaching and Mentoring: How to Develop Top Talent and Achieve Stronger Performance by

Harvard Business School Press

Coaching for Teamwork: Winning Concepts for Business in the Twenty-First Century by Vince Lombardi Jr.

Coaching is hard to explain. I'm not a psychologist—I think it all comes down to a disciplined will.
Vince Lombardi

Coming Alongside Your Employees

Mentor is defined as “a trusted counselor or guide”. This style of management is personal and typically one to one. The most challenging aspect of being a mentor is living by example. It is not enough to tell someone what they should be, but a mentor actually operates as a living model. Therefore, some level of achievement is required prior to becoming a mentor.

Another complication of mentorship involves the one to one aspect. Generally, managers do not attempt to mentor every employee but rather choose someone who demonstrates the desire and ability to be mentored.

Several conditions are required for you to be a successful mentor:

1. **Willingness to commit** - both the mentor and the employee being mentored need to commit whole heartedly to the process. If either party makes the attempt without sincere effort, the result will be frustrating and non-productive.
2. **Mutual trust** - the mentor must trust that the employee will follow his lead and not misrepresent the situation. The employee must be able to trust that the manager mentor is leading him/her down the best path.

3. **Mature example** - it is essential that the mentor be mature and understand the seriousness of the example he/she is setting.

4. **Patience** - on both sides, patience will be required, particularly in the beginning of the process. Often, over-achieving employees, while desiring a mentor, feel that the process is moving too slowly. As well, the manager mentor may feel that the employee isn't attentive enough. Both parties must understand that mentorship requires time and energy, outside of the regular daily work. The employee's attitude needs to be one of appreciation while the mentor's attitude is one of a patient teacher.

If you'd like to develop the qualities of a mentor and/or need help in determining the most qualified employee candidates for mentorship, contact us. We'll be happy to discuss how you can become a mentor to those who show promise and desire.



Why can't we have patience and expect good things to take time?

John Wooden

More on mentorship...

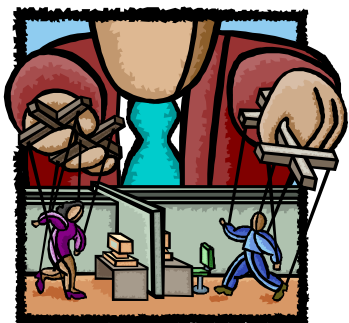
Mentoring: How to Develop Successful Mentor Behaviors by Gordon F. Shea

The Art of Mentoring: Lead, Follow and Get Out of the Way by Shirley Peddy

A Mentor's Companion by Larry Ambrose

Puppets on a String?

Supervisors manage from the perspective of overseeing. Their job entails making sure that everyone is



where they should be, doing what should be done, and doing so with the least amount of interference or difficulty. Often, supervisors view themselves as the person who makes sure no

one is messing around.

Unfortunately, supervision as a management style often depletes employee morale, limiting the gifts and possible strengths that employees have to offer the company. Supervisors are only as valuable as they can manage to control situations and people.

Coaching and mentorship take a supervisory position and make it

highly interactive and much more effective. If you see yourself as simply a supervisor, getting through each day, dreading firings and hirings, wishing for stronger employees and a more successful workplace, consider taking on the roles of coach and mentor. You'll still have employees who won't cooperate, but you'll have an easier time weeding out the tares from the wheat. You'll also feel better about going to work each day!

If the thought of coaching or mentoring challenges you, let us know. We'd love to help you develop the qualities that make supervisors truly "super"!

**Call your Employee Assistance Program today at
1-800-899-3926.**

Managing is like holding a dove in your hand. Squeeze too hard and you kill it, not hard enough and it flies away.

Tommy LaSorda

Discovered in Researching this Newsletter Edition!

For a more detailed look at what has been discussed in this newsletter edition, consider checking out

Coaching, Mentoring and Managing: Breakthrough Strategies to Solve Performance Problems and Build Winning Teams by Micki Holliday.

The second edition of this book was used as partial research for this segment of EAP ACCENTS.