

THE *Front-line Supervisor*

Presented by **DOR**

Helping you to manage your company's most valuable resource -- your employees.

January 2007

CASE 1 How can I support the families?

➤ **Q. A few of my employees have family members stationed overseas in the military. They are worried, but they do their best. How can I help them? Should I refer them to the EAP?**

A. The EAP can provide support for your employees and help them with their anxieties. EA professionals will not only listen and offer support, but may also recognize sleeping, eating or work-related problems that are by-products of your employees' frequent worrying. As their supervisor, you should understand that your employees might behave uncharacteristically during this difficult time. If they're unusually angry, irritable, or absentminded, it may be because of their anxiety. Your patience and compassion can help everyone cope. Be willing to listen intently if they open up. Above all, don't tell them not to worry so much or insist that everything will be fine. Your well-meaning attempt to reassure them can backfire because they know their loved ones are at risk and you cannot protect them.

CASE 2 What are the "hot buttons" for motivating employees?

➤ **Q. My boss says I need to develop better ways to motivate my staff, but I think I do a really good job of explaining what they must do and what's at stake. Doesn't that make me a strong motivator?**

A. There is more to motivating employees than telling them what to do and why it matters. You also need to arouse their passion about work. That requires an awareness of their "hot buttons" – a keen understanding of what they value most. Examples include recognition, money, flexibility, job security or freedom and independence. The only way you can identify what drives someone is to listen and learn. Chat with each of your employees to find out about their goals, aspirations, and special skills and talents that they want to apply more fully to their jobs. Be sure to ask what causes them to feel motivated. They will tell you. In the meantime, assume that enjoying personal growth in one's work, earning sincere praise, and doing meaningful work are three core motivators for just about everyone.

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Employee Assistance Program
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