

THE *Front-line Supervisor*

Presented by **DOR**

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

April 2008

CASE 1 Supervisor as role model

➤ **Q. I want to be a good role model to my employees. What are some ways of doing this that will help them be better employees and also make them more valuable to the organization?**

A. Be a role model to your employees in the following ways, which are typically overlooked by many supervisors, and you will be applauded at the top of your organization: 1) Demonstrate that you have an understanding of the economics of your industry and the key issues of concern faced by your organization in the marketplace. 2) Make decisions consistent with these issues. 3) Follow the organization's policies, never accept mediocrity, and be creative. 4) Don't let your ego get in the way of being open-minded, ask for help, and seek advice from others who have a different perspective on problems. 5) Don't be afraid to surround yourself with people smarter than you, and show that you focus on overcoming obstacles to success, allowing them to be insurmountable. The employee assistance program, **DOR**, is available for consultation with you as a supervisor. There are many ideas and techniques that might be helpful to you as you develop and polish your supervisory skills.

CASE 2 Personal problems

➤ **Q. I think supervisors are sometimes too worried about getting involved with the personal problems of employees. As a result, they appear impersonal and employees recognize it. This compounds problems because employees think the supervisor does not care about them. Am I right?**

A. There is a difference between getting involved in an employee's personal problems and being supportive. A supervisor does not have to behave in a detached and aloof manner to keep from getting involved with the employee's issues. The challenge comes when a personal problem appears simple or understandable to the supervisor. It is then tempting to offer advice, despite unknown dimensions to the problem that might exist. The other part of this challenge comes from the employees who *want* the supervisor involved in the problems. These employees want a different type of relationship with their supervisor – one that meets their personal needs. Supervisors should resist, as it is important for them to understand that meeting personal needs and going beyond their normal role will almost always interfere with managing productivity later.

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Employee Assistance Program
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