

# THE *Front-line Supervisor*

Presented by *dor and associates, inc.*

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

September 2000

## CASE 1.

➤ **Q. Can you provide a summary of the most important aspects of a sound stress management program for employees and supervisors under extreme pressure from the demands of the workplace?**

**A.** Most stress management techniques appear to fall within five broad categories. These five categories combine to form a comprehensive approach to manage personal stress. The strategies include: 1) Acquiring regular dietary and personal health habits, especially getting enough sleep. 2) Participating in a regular physical exercise program—walking three times a week for twenty minutes is a cheap, accessible exercise program that just about any one can do. 3) Sharing information or discussing experiences about the source of stress with a supportive person or friend. Sometimes it is helpful to talk with someone who is not at all associated with the source of stress. **dor and associates**, counselors can help you develop specific strategies to help manage the stresses you experience. 4) Periodically separating one's self completely from the source of stress in order to rejuvenate. Vacations are an excellent way to help manage stress. And 5) Regularly shifting focus from the active source of stress to other activities, thoughts, or anticipated pleasurable events.

## CASE 2.

➤ **Q. Recently one of my employees accused me of favoritism. Frankly, I think I'm extremely fair with work assignments, time and attendance issues, and the attitudes I demonstrate toward employees. What more can I do to dispel such a perception?**

**A.** Being accused of favoritism is frequently an indication that the supervisor needs to understand more about the uniqueness of each employee in order to develop a quality work relationship with each individual. This means getting to know employees personally; getting to know their goals; and understanding what will motivate each individual. This effort can be a significant challenge if you supervise many employees. If you treat all employees as "equal," and attempt to apply all rules fairly, you still may not be able to prevent accusations of favoritism. You will naturally gravitate toward people whose personality, interests, or work-style match your own. It is normal to like some employees more than others; however, interactions between you and your employees will be observed and compared. Those employees with whom you lack a quality work relationship may tend to perceive you as showing favoritism, especially when it comes time to deal with their performance issues. **dor and associates, inc** offers supervisory coaching sessions to help you with issues like this one.

**dor and associates, inc.**

Employee Assistance Services

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