

Optima EAP: Supervisor Quarterly Bulletin

2nd Quarter 2008

Your employer has invested in the wellbeing of its employees by providing an Employee Assistance Program (EAP). Everyone has personal issues at one time or another that may impact job performance. EAP is also a very important resource for supervisors and managers – consider the following:

- Optima EAP is a resource for employees dealing with many different kinds of issues.
- EAP is a tool for supervisors and managers – not just employees with personal problems.
- EAP is **confidential** – Our clinicians are legally and ethically bound to protect the confidentiality of clients according to state and federal laws.
- Our educational website has information on a variety of topics related to problems of everyday living as well as behavioral health topics. Log on at www.OptimaEAP.com.

Are You Managing Employees Or Coaching A Successful Team?

Managers have many responsibilities in making sure your department goals are met through planning, organizing, decision making and leading. You will find when you use coaching techniques rather than managing techniques, you will develop a team rather than a group of employees. Coaching a work team will help you reap many benefits.



Coaching is a two-way activity when the parties share knowledge and experience in order to maximize the subordinate's potential and help him or her achieve agreed-upon goals. Managing is one that handles, controls to direct or carries on business.

The key benefits of coaching come from facilitating the learning and development of the members on your team. The coach is focused on encouraging the client to think differently and to become solution orientated. As the team member develops greater awareness they grow in confidence and motivation increases. Solutions which are self generated are generally owned by the team member and as a result they are more likely to take action.

Managers often act as coaches, but there is a difference between managing and coaching:

Managing focuses on:

- Telling
- Directing
- Authority
- Immediate needs
- Specific outcomes

Coaching focuses on:

- Asking for input
- Facilitating
- Partnership
- Long-term improvements
- Many possible outcomes

In order to coach your team, you must focus your attention on the goals that you are trying to get the employee to achieve. Those goals may be to increase patient safety, improve billing accuracy, give exceptional customer service, or achieve other business-related objectives. In order for employees to know *how* their work can contribute to the goal, they must be taught:

- what the goal is;
- how it is achieved; and
- what part their work plays in reaching the goal.

Characteristics of a good coach:

- confident in the abilities of individuals
- caring
- goal-oriented
- a good communicator
- responsive
- enthusiastic
- supportive
- knowledgeable
- patient
- an excellent listener

So, which are you?

Managers believe that their job is to push people or drive them

Coaches believe that they are there to lift and support people

Managers believe they know the answers

Coaches believe they must seek the answers

Managers believe that their job is to point out errors

Coaches believe that their job is to celebrate learning

Managers believe in solving problems and making decisions

Coaches believe in facilitating others to solve problems and make decisions

Managers believe in doing things right

Coaches believe in doing the right things

Think of your employees as a team and yourself as a coach!

Recipe for a Successful Team

1. Clarity in Team Goals
2. An Improvement Plan
3. Clearly Defined Roles
4. Clear Communication
5. Beneficial Team Behaviors
6. Well-Defined Decision Procedures
7. Balanced Participation
8. Established Ground Rules
9. Awareness of Group Process
10. Use of a Scientific Approach



“We do not believe in ourselves until someone reveals that deep inside us something is valuable, worth listening to, worthy of our trust, sacred to our touch. Once we believe in ourselves, we can risk curiosity, wonder, spontaneous delight, or any experience that reveals the human spirit.” ~~ e.e.cummings

Remember ... If you have an employee whose home problems are affecting work, or whose work problems are affecting home – then you have an employee who can benefit from EAP.

It is also important to remember that Optima EAP is available to help you, the supervisor, with any concerns you have about the welfare of your staff. You may call the EAP to discuss your concerns with one of our counseling staff or get help to refer the employee. Optima EAP can be reached at (757) 363-6777 or 1-800-899-8174.