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# ◆ Supervisor's Newsletter ◆

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Volume 5, Issue 2

March 2002

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## Managing Your Company's Most Valuable Resource: Employees

### Coping with Layoffs

Employees who are not laid off may also experience significant stress. Employers can take steps to decrease the stress and anxiety experienced by those who are laid off and by those remaining. Here are some suggestions:

**Communication:** Provide information as early as possible, continue to communicate during the transition period.

**Resources:** Let your people know what resources are available to them.

**Support:** People will grieve the loss, both the employees who are laid off and the employees remaining. Make it safe for people to express their feelings. Let your people know their feelings are normal and appropriate.

**Watch** for signs of stress and make an informal referral to your EAP if needed.

### Questions and Answers

**Q:** *How can supervisors motivate their employees to do their best? "How can we get workers to realize their jobs are important to this company? I really want to be a firm and fair supervisor. I want to be an effective and efficient manager of my employees? Can the EAP help me?"*

**A:** **Yes.** Your EAP can help in conjunction with your employer's training program. Most people are not born good managers. These skills have to be developed over time with practice. Here are some things employees say motivate them:

**Praise** for work well done. This can be as simple as saying "Good job" or "Thank you". Good managers are not stingy with praise and encouragement. Some inexperienced managers think that people shouldn't have to be told when they do a good job, that employees are supposed to do a good job, that's what they get paid for. Good supervisors know that everyone likes to feel appreciated.

**Information.** Keep your employees informed about what is going on in your unit and the company as a whole. Changes are always taking place and giving employees little or no information leads to gossip, speculation and fear



mongering. Sharing information with the people you supervise is a way of letting them know they are trusted and important.

**Be Fair.** Employees are quick to notice when someone gets special treatment. This is demoralizing to employees and a source of resentment and anger that may lead to decreased job performance.

Everyone wants to be seen as a unique individual, not a cog in a machine. Supervisors can treat their employees as valued individuals without forgetting that their role is to supervise.

**And the best part:** All the above suggestions can be implemented for FREE, at no cost to the employer, and can buy unlimited good will and good work from employees.

**Finally:** Start with small changes. Pick one thing from

the above list that you are not already doing and practice that for 6 weeks. Watch for the effect. When that is working well, add another change. Being really good at anything takes practice. Small changes lead to big changes.

**Give yourself credit** for wanting to be a better supervisor, for caring about the people you supervise and the job they are doing, and for being willing to learn and grow.

### How your EAP can help:

>We provide trainings for supervisors.

>We provide individual counseling or coaching to supervisors.

>We provide consultations to supervisors.

Check with your HR department or EAP coordinator about trainings. Call us directly for individual counseling or consul-

### QUOTATION

"When people go to work they shouldn't have to leave their hearts at home."

Betty Bender

*Information presented in this newsletter is for general purposes only and is not intended to be specific guidance for any particular human resource problem.*

*For specific guidance on handling individual employee concerns, consult the EAP at 602-264-4600 or 1-800-327-3517.*