

NEELY EAP

Letter for Leaders

HELPFUL RESOURCES FROM YOUR EAP



WELCOME

The leadership newsletter is designed to provide EAP support to supervisors and managers. Making an informal referral (friendly referral) or formal referral can be challenging without training. In addition, the content will educate and promote program features that help leaders focus on the well-being of their employees. EAP services are free and readily accessible to the entire company and their family members.



Toll-Free, 24/7 Helpline:
866-212-6096
800-735-2989 TDD
neelyeap.com

DECEMBER 2022

UPCOMING EVENTS

Quarterly Leadership Webinar Series

TBD

➤ TBD

Registration opening soon

Monthly Wellness Seminar

Please join us for our
live seminar

"How to Include
Nutrition in your
Holiday Plans"

➤ December 8th @ 3PM

REGISTER

Appreciating and Recognizing Employee Value

By Lisa Merritt

There is a saying that "people will always work harder when they know they are appreciated," and research backs it up. According to one survey, 79% of employees say that recognition makes them work harder, and 78% are more productive after being rewarded. Research also backs up the reverse – in one survey, nearly 80% of employees who quit their jobs claimed that a lack of appreciation was a major reason for leaving.

It's not complicated: employees who feel valued are more engaged, more productive, and more successful. It's important to note here that we're not talking about the official rewards program of the company as a whole. Those are generally tangible and transactional and are specifically tied to performance evaluations. Recognition, on the other hand, is personal, spontaneous, and unconditional. This is not to say we should replace formal bonuses with pizza parties. It's saying that recognition should go hand in hand with a rewards program to make employees feel seen and valued.

This same philosophy applies to teams. Recognizing a team's performance doesn't just increase team cohesion and motivation. It also increases motivation for the individual team members.

The question is how to recognize teams for performance or achievement. It's easy to find articles with a lot of ideas on how you can recognize individual accomplishments. But what about moving beyond individual performance appraisals and finding ways to reward a highly productive team? Or motivate a struggling one?



Allow team members to recognize each other: Team members will recognize contributions that outsiders are likely to overlook, like resolving conflicts or tracking assignments. Team members should also be encouraged to reward good teamwork behaviors such as cooperativeness, active and positive participation, assistance to other members, a fair amount of work, keeping commitments, holding others accountable, and being trustworthy.

Recognition isn't just monetary: Look for concrete ways to recognize your team's success that acknowledge their hard work. Developmental rewards, like additional training or access, can be a great way of recognizing a team working outside of its comfort zone. Also, look for opportunities to allow the team to showcase its success. Perhaps they'd enjoy reporting their efforts to other teams or senior management. Acting as the team's champion with the leadership team or during budgeting is another example that would be noticed and motivating for most teams.

Make it personal: Recognize individual contributions within the team regularly - public recognition, small gifts, or a hand-written note in the moment often have more impact than a big reward down the road. Even more impactful is recognition from further up the ladder. Perhaps work with your boss to have individual contributions recognized privately or publicly. If you do choose to recognize individual efforts, make sure to make those rewards equitable. This is where separating rewards and recognition becomes especially important. High performers should and will be rewarded. Recognizing behavior rather than achievement allows you to recognize the employee who hit a sales goal and someone who went above and beyond in helping a coworker. Also, remember that individuals are motivated differently, so remember individual styles to identify those who appreciate private versus public praise.

EAP that's here for you

Here are some answers to common questions supervisors and managers have regarding employee issues and making EAP referrals. If you need more assistance, feel free to email us at admin@neelyeap.com.

Q. I strive to know my employees well to assess their needs and develop their talents. However, when employees don't perform well, keep commitments, or come to work late, I feel taken advantage of and angry. This causes me stress. How can I react differently?

A. Perhaps you have heard the expression, "Employees are our organization's most valuable resource." It offers a clue to help you understand how best to work with employees when they disappoint you. Wanting your employees to be happy and productive is a good thing, and the EAP plays a crucial role in helping you do this, but you will use the EAP less when you are emotional and feel personally hurt in response to employees not living up to your expectations. You respond differently when you use the "employees are a resource" paradigm. You become more strategic, which means a possible referral to the EAP sooner. Viewing your employees as ungrateful invites you to take their shortcomings personally, experience more stress, delay referral to the EAP, and be angry with them. You feel taken advantage of, and the risk is that you will experience a desire to retaliate, terminate, or "teach them a lesson."

Q. What is meant by an employee having a "growth mindset"?

A. A growth mindset is a term first coined by Carol Susan Dweck, Ph.D., a Stanford University psychologist. She was famous for her studies of mindset, temperament, and personality. A growth mindset refers to how employees approach challenges and obstacles with optimism, a sense of opportunity, resourcefulness, positivity, and resilience. This contrasts with employees who may have a "fixed mindset" and resist change, give up easily when faced with obstacles, feel anxious about others' successes, and shy away from negative feedback. Consider researching "growth mindset" online to identify articulable descriptions of positive behaviors associated with the mindset. Then you can reward and affirm these behaviors while helping struggling employees by guiding them in performance reviews to adopt the behaviors and work attributes that support productivity and help demonstrate outstanding performance. You also can use the EAP to help employees examine patterns and approaches to work struggles.

Q. We have employees returning to onsite work, and many have not been together for quite a while. Is there something I should do as a supervisor to facilitate the renewed team environment, or will this naturally take care of itself?

A. "Reboarding" (re-onboarding) describes reuniting employees and facilitating their renewed role in the workplace. The process recognizes that previously quality teams and effective coworker relationships will not necessarily pick up where they left off. Many surveys report dramatically increased anxiety of employees returning to the worksite. Change can contribute to stress, making the transition back to work more difficult. Managing this anxiety falls on supervisors. Along with many employees perceiving remote work as more desirable, changes in family routines add to employees' stress. A key objective for managers is helping to prevent attrition by facilitating an equally happy onsite job experience. This requires understanding, patience, reassurance, and good communication. Being present, holding meaningful conversations with employees, and allowing them to share their viewpoints and opinions about what they are experiencing being back onsite are crucial. Pay attention to signs or symptoms of troubled workers, particularly those who appear unable to re-engage. Suggest the EAP, or refer employees as needed.



WHAT CAN MY EAP DO FOR ME?



About our logo

For decades, enslaved African Americans looked to the North Star for hope, inspiration, and freedom. Neely EAP (NEAP) provides the **hope** that your situation will improve, the **inspiration** to move you in the right direction, and the **freedom** to live your best life.

Being in a leadership role can be challenging. Having the correct tools and resources can make a difference. The **Manager Assistance Program** offers support to resolve personal or professional issues that can negatively impact the workplace. We also offer a:

- 24/7 Hotline, Access to Confidential Services
- Short-Term Counseling Couch Time Check-In (preventive annual counseling session)
- Legal and Financial Assistance
- Work-life referrals for adult care, childcare, pet care and more
- Wellness Trainings & Online Employee Training Vault
- Critical Incident Stress Debriefing

