



Home of the
**Employee
Assistance
Center**

Supervisor Wire

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Published by the staff at EAC to help supervisors in their goal of maintaining a safe, drug free, productive workforce.

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EXERCISE YOUR LEADERSHIP

Every day we read or hear something about the benefits of exercise. Running, walking, golf, tennis and riding a bike are great forms of exercise. Any study we read outlines the need for a regular exercise routine. To be physically fit, we must exercise in a repeatable, sustained manner.

So it is with leadership. To become "physically fit" with our leadership behaviors, we must develop a repeatable method to regularly exercise and monitor them. A very powerful process for developing leadership is setting and achieving goals. Henry David Thoreau stated, "if one advances confidently in the direction of his dreams, and endeavors to live the life which he imagined, he will meet with success unexpected in common hours." So how do we set goals that allow us to confidently advance in the direction of our dreams?

First, start by defining your goal in a positive way. For example, "I will get promoted to General Manager of the Aerospace Division" is an excellent example of a positively stated goal.

Second, define the rewards and consequences involved in achieving your goal. Rewards and consequences help provide incentive to achieve the goal. Therefore, the rewards must be great enough or the consequences bad enough to keep you focused on achieving your goal.

Third, identify all the obstacles that could get in the

way of achieving your goal. Uncover everything. Even the smallest obstacle could be the "trip wire" that keeps you from obtaining your goal.

Fourth, develop solutions to every obstacle. It is at this point that you begin to see exactly how you might achieve your goal. Solutions give you the broad approaches to goal achievement.

Fifth, develop action steps, keep target dates to complete the solutions. At this point it is vital to assign each action step to someone. Keep in mind that some steps to achieve your goal might be best accomplished by someone other than you. For example, if one action step is to schedule a leadership development class, you may also have to gain approval from the Controller or CFO for the investment in your leadership development.

Now you can add a target date to achieve you goal. By using this process, your goal is Specific, Measurable, Attainable, Realistic and has a Timeframe. Your goal is SMART.

This may seem like a lot of work, but consider how sore your muscles were the first time you tried some new exercise. Once your new exercise routine became a habit, you were able to achieve your fitness results almost effortlessly. By getting into the habit of setting goals for yourself, you will be better equipped to achieve the results you want. After all, the primary function of leadership is achieving results!

This article reprinted with written permission from Dale Hetrick who is the President of Unlimited Potential, LLC, a strategic and leadership development firm committed to helping people achieve the success they envision. For more information visit www.up-llc.com

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The following Employee Assistance Center story illustrates several layers of intervention and opportunities for supervisors to enlist help from the EAC. This is referred to as "Management Consultation." By calling us we can help you analyze the situation, brainstorm possible solutions and assist with customizing, implementing and monitoring the situation in a way that best fits your organization.

An Employee Assistance Center Story

PRODUCTIVITY ISSUE

Joe Smith is an employee at XYZ Corporation. Joe used to be a productive employee. However, lately, his performance has been decreasing, and his error rate increasing. He has been calling in sick more frequently, or showing up late when he does report for work. Yesterday, he became frustrated and angry, raised his voice at a co-worker and punched out early.

CONSULTATION

Joe's supervisor, Jane, calls the Employee Assistance Center for a management consultation. She is concerned about his actions. She is advised to document his performance and behavioral indicators and is provided the "Sometimes Speech" to help her when addressing this issue with Joe.

TRAININGS

Jane notices an improvement after discussing the EAC with Joe. However, as an additional resource, Jane schedules the EAC to conduct a professional development training for the employees titled "Emotional Intelligence in the Workplace." She also has the EAC provide a leadership training for her colleagues and fellow supervisors titled "Building Employee Morale."

ASSESSMENT

Unknown to Jane, Joe decided to contact the EAC and visit a master's level clinician for an assessment and short term problem solving sessions. After discussing some relationship and work/life balance concerns Joe is experiencing, the clinician also discovers some substance use concerns. The clinician recommends that Joe ask his wife and son to attend a session with him, and recommends that he attend a Narcotics Anonymous meeting.

IMPROVEMENT

Two months later, Joe is better able to work through his life management issues without the use of substances. Although Joe would have tested positive on a drug test just a few months before, he was now able to pass a random drug test at work.

PROMOTION

Joe begins to participate in more professional development trainings through work and independently. Within six months, Joe is promoted. He credits the EAC and his supervisor, Jane, for recognizing his productivity issues and providing him the resources he needed to improve his work and family lives. He is grateful that he works for a company that cares enough about its employees to offer an Employee Assistance Program benefit.