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I want to create a positive workplace for my employees. They seem happy as a group. Is that the only measure I need?

You want happy employees, but high productivity is also important. Think of your workplace as having a “climate” like the weather. Many things contribute to a positive work climate. Examples include effective communication, supportive supervisory practices, and shared traditions that promote positive reinforcement, gratitude, celebration, and fun. Some work organizations establish committees to help monitor and influence happy, healthy, and productive workplaces. Although you do not have to establish a committee, you should have a means of understanding your work climate. Keep tabs on it, and view it as a strategic resource. When you consciously make your work climate a priority, you are more likely to nurture it into a positive force that facilitates employees deciding to work to their potential, rather than to just their quota.

How can I be less of a micromanager, and can the EAP assist me?

Micromanagers are usually supervisors who control or get involved in every aspect of a task that’s been delegated to a subordinate. This results in employees becoming frustrated. Two approaches to resolving micromanaging behaviors can be considered. The first is to understand what delegation means. Delegation is the process by which responsibility and authority for performing a task or activity is transferred to another person. Education, awareness, communication, self-monitoring, and feedback from subordinates will assist you in becoming a proficient delegator. The other avenue of help is about overcoming the fear, anxiety, and distrust related to the work you have delegated. If you continue to have difficulty delegating, visit with the EAP for a plan of action.

What’s the number one complaint that employees have about bosses?

Complaints about managers being poor communicators usually top the list. Poor communication, in fact, beats favoritism, incompetence, never giving praise, having mood swings, and being passive-aggressive. Supervisors seeking to improve communication should not just communicate more often, but more effectively. They should engage and make communication reciprocal, get feedback from employees about how the communication is going, and create systems that ensure effective communication stays in place. Not doing so will allow poor communication to again emerge as a work climate issue. What kind of structure or predictable way of communicating should you establish? The answer: Get employee input and then decide.