

THE CONTINUUM **EDGE**

INFORMATION FOR LEADERS



I want to get off on the right foot as a new supervisor and develop solid relationships with each of my employees. What are some of the recommended steps?

A: Employees want meaningful relationships with supervisors, so taking this initiative is a good decision. Take time to introduce yourself personally to each employee if possible. Schedule informal meetings or coffee chats to get to know them on a more personal level. Ask about the employee’s role, ideas for the job, responsibilities and goals. Keeping a few notes will aid you in future communication regarding work preferences and concerns. You should also observe employees throughout the year, listening to what they say and how they say it.

You will gain a keen sense of their work style. Do you have appropriate access to past performance records? If so, review these files to understand needs, areas for improvement, skills, abilities, and where the employee can be celebrated. Finally, watch how employees interact with each other. You will get clearer insights on cooperation levels, leadership potential, team dynamics, or problems that may later require your intervention. This is an ongoing process, but with an “open door” policy for engaging with employees, you will develop a strong team.

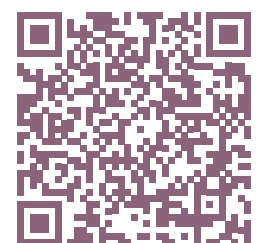
Searching for additional ways to develop your supervisory skills or stay informed of current workforce trends?

Continuum EAP’s Leadership Academy has what you are looking for.

These live webinar events are designed to help managers and supervisors continue to grow in their role. Join us for our first session of 2024, on **Jan. 23 from 10-11:30 a.m. (CT)**, when we explore the attitudes and behaviors that undermine teamwork and what you can do about them. There is no fee to attend. *Learn more at 4continuum.com/company/training/events.*

Interested?

Register for the Jan. 23 session





How can I define performance improvement expectations so clearly that an employee can't say later that they failed to understand what was required? In my experience, many employees have argued about a discrepancy at the time of follow-up in an effort to sidestep responsibility for a lack of change.

A: Understandably, this behavior can make it difficult to facilitate change or take administrative action. It can seem as though you are constantly chasing the employee either toward productivity or out the door. When discussing performance improvement, take the extra time and make the effort to provide clear examples of what constitutes acceptable performance. This will help employees visualize what compliance looks like, what is expected

and how to achieve it. Meet with employees regularly to discuss progress and do a corrective interview. This will give you the opportunity to provide feedback and address any concerns or questions. Always keep a record of meetings and what was discussed and provide the employee with a copy of this record. Follow your organization's HR and labor policies for managing workers' performance issues.



I think employees often overlook the utility of Continuum EAP for everyday challenges. They think the program is only for big problems or a crisis in the organization. How can I help employees consider using the EAP for smaller issues?

A: Everyday challenges, though not always severe, can significantly affect an employee's well-being and productivity. This is the most important message to convey. It is crucial to remind employees periodically about Continuum EAP and its strict confidentiality provisions. Share this non-exhaustive

list of issues that may affect employees, to help them consider using Continuum for support, guidance, counseling and other resources: caring for aging parents, maintaining a healthy lifestyle, diet and exercise routines; coping with grief; career advancement, skill development or career transitions; requiring legal

advice or financial consultation for non-work-related matters; managing anxiety, depression or other mental health concerns; dealing with traumatic events in their personal life; understanding healthcare options or finding appropriate medical services; exploring concerns about substance use, etc.