



LifeWorks *Managers* is a publication of LifeWorks Employee Resource, a *free*, 24/7 confidential service provided for managers, their employees and their families.

LifeWorks provides solutions for today's workplace by offering **EXPERTISE** in:

- Employee Assistance Programs
- Organization Training and Development
- Wellness Education
- Critical Incident Stress Management

We can assist EMPLOYEES with:

- Relationship conflicts
- Parenting challenges
- Work-related problems
- Chemical dependency concerns
- Career concerns
- Financial and legal issues

We can assist MANAGERS with:

- Performance-related employee issues
- Supervisory referrals

1.800.577.4727

Whether it is a work, family, or personal issue, we're here for you.

LifeWorks Employee Resource

424 West Superior Street, Suite 600
Duluth, MN 55802
Fax 218.726.1251

www.lifeworkslink.org

Helping Make Life Work for Your Staff Members...

Financial concerns, family relationships, work issues? One life challenge can affect other parts of a person's life. It can be difficult to know where to begin to find solutions. That's where LifeWorks can help. We make life easier. We can evaluate your employee's situation and recommend professional help no matter what challenges they and their family are experiencing. ■

Managers



SUCCESSFUL *MANAGING*

Building a Resilient Team = *Success*

We all know it's been tough out there lately. The difficult economic climate has made things hard at work and at home. As a manager, it is important to know how to bolster up your team and help them build skills to get and stay resilient. Resilience is the ability to bounce back from problems and challenges with less effort and in ways that actually produce energy and positive change. Resilient employees are able to stay mentally and physically healthy when life gets difficult. That is good for them AND you.

Some key ways to build *and* sustain team resilience:

• **Get and Stay Resilient Yourself**

You can't help your employees be resilient if you aren't there yourself. Being mentally and physically healthy can help you bounce back from stressful situations at work and keep you on your best game. It might sound easy but it can take some work. We have all heard how important it is to eat right and exercise enough. If you don't feel like you are as healthy as you want, try making a few small changes in your routine.

For example, take a walk at lunch instead of getting fast food. Not only will you start to feel more energetic you will model good self care for your employees.

You also should become familiar with the signs and symptoms of stress. Stress can manifest itself in many physical ways. You might be sleeping less or getting more frequent headaches. When this starts to happen it can be tempting to manage stress in unhealthy ways. Many people drink more alcohol to get to sleep or drink more caffeine to stay alert. While these options can offer some temporary relief they are not healthy in the long run. Try to be diligent about choosing healthier options.

• **Help Employees Manage Change**

Being able to quickly adapt to change is a sure sign of resilience in people. If people stay stuck in the past and hold onto resentments they will not be able to keep up with those who embrace change and can move on. As a manager, it is important that you acknowledge when changes occur and be

RESILIENT continued ►

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Q & A

Q: *"I have discovered that one of my employees has been accessing pornographic web-sites on his computer during work hours. What do I do?"*

A: Don't panic. Your first inclination might be to terminate him immediately. Set aside your personal reactions or feelings so you can deal with the situation calmly and carefully.

1. **Check out** and review your company's policy. Is there a Zero Tolerance Policy in such situations?
2. **Don't assume** you know all the facts. Was this web site sent unsolicited and if so, did it get past spam blocker without their seeking it out?
3. **Set aside** your personal judgment and have a private conversation with the employee where there will be no interruptions.
4. **State the facts** backed up with date and times it occurred. Allow the employee to respond. Document the conversation and employee's response.
5. **Before making a decision**, call LifeWorks Employee Resource. We will help you make the right decision for your company, your employee and you.

LifeWorks is part of your manager's tool kit. Call us. We're here for you.

For more information about managing styles, contact:
1.800.577.4727



Sexual Harassment - Ignoring the signs won't make it go away.

As a manager, you have a responsibility to prevent sexual harassment at work and to make sure your organization responds promptly and appropriately. Any harassing behaviors left unchecked and ignored can lead to legal problems and have a negative impact on productivity, morale, attendance, and retention. It is a vital part of your job as a manager to know what kinds of behavior may be considered sexual harassment and how to address the issues within your organization.

Sexual harassment can take many forms and occur in different settings.

It may consist of words or actions or a combination of both. It may happen in person, over the telephone, or in e-mail messages. It may occur at the work site or at a company function. It is important to be aware of activities within your work setting to insure the environment is free from any type of harassing or offensive behaviors.

If you are not sure how to identify and address harassing behaviors, consult with your human resources personnel and review any existing company policies. You can also speak with a LifeWorks Employee Resource

consultant. It is critical that such behaviors are addressed quickly and effectively. The longer sexual harassment is left unchecked the more damage will be created. ■



"Sexual harassment is when unwanted conduct affects an individual's employment, work performance or creates a hostile or offensive work environment. Both men and women can be sexually harassed."

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RESILIENT continued ...

present for your employees. Provide as much context to the changes as possible and answer questions as honestly as you can. Sometimes it is difficult to navigate through situations that cannot be fully disclosed but do your best to listen and clearly communicate.

• **If you can, involve your teams as much as possible.**

One reason people feel stressed is loss of control and fear of the unknown. Look for opportunities to get input and suggestions from your employees. If they can be part of the solution they will feel empowered and included. It may also be important, however, to encourage people just to get back on the job and stay focused. You can remind them their contributions matter and they are important to the success of your organization.

• **Encourage Employees to Tap into Positive Resources**

It is important to remind your employees to take advantage of *free*, available services and resources all through out the year. In times of high stress and significant change it might be difficult to remember to encourage someone to contact his or her employee assistance program or to utilize a wellness benefit. LifeWorks Employee Resource can provide various promotional tools as well as helpful presentations on stress management anytime! Part of being a resilient person is knowing when to ask for help and how to tap into available resources. LifeWorks is a great resource for managers as well as employees and is totally **confidential**. If life starts to feel too stressful and out of control contacting LifeWorks is a great place to start. A successful team starts with a resilient leader. ■