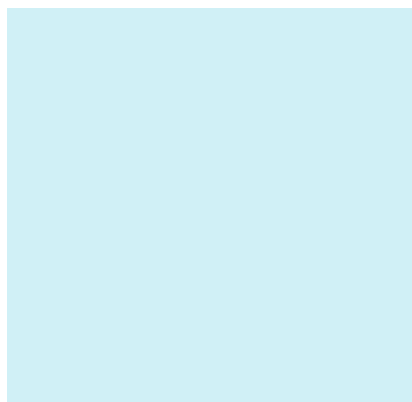
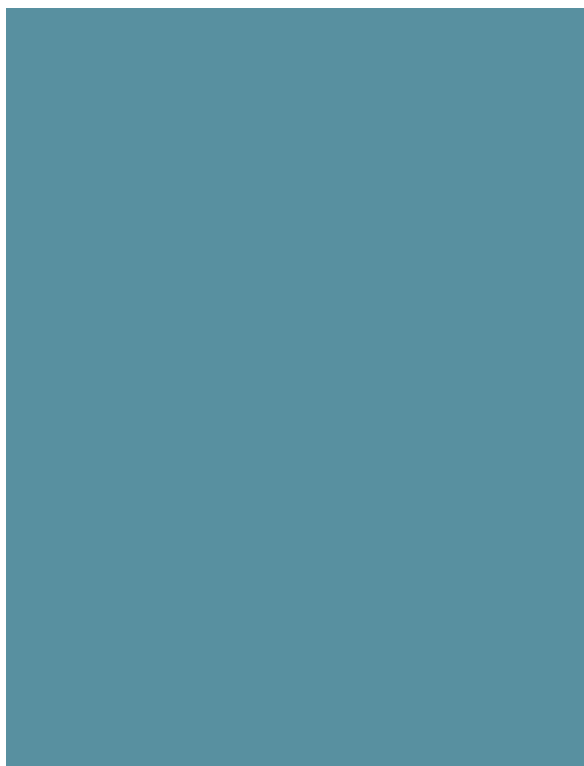


# THE EMPLOYEE AND SERVICE MANAGER/SUPERVISOR



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The world of work has changed—and so have the workers.

Most employers used to offer employees guaranteed jobs. In exchange, employees offered loyalty, involvement and commitment to the employer. This simple exchange between employer and employee is a thing of the past.

Guaranteed employment is gone and so is employee loyalty.

Today, managers need new ways to get employees to do their best. Traditional contracts offer

## Energizing Teams

In recent years, teams have become fixtures in the business world. Organizations use ad hoc teams, cross-functional teams, self-directed work teams and more. Unfortunately in many cases, teams continue to take orders from managers and have few opportunities to act independently. To energize employees, managers need to empower teams to act independently, decide what needs to be done and how to do it.

At 3M in St. Paul, Minn., Vice President Robert Hershock and corporate researcher David J. Braun reviewed the work of a team that had developed a new model of respirator in record time. Hershock and Braun discovered these keys to team success:

- Empower teams. As Hershock put it, this means “giving the team the authority to make decisions and then act on them.”
- Let teams manage risk. Teams should be given the power to select the level of risk that offers the highest likelihood of success.
- Let teams control their internal budgets. Teams—not outside managers—must make all decisions on project matters, including financial determinations.
- Recognize the phases teams progress through. Teams should be given the authority to make decisions and then act on them.



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A. You are describing the qualities of a good leader. The following are a few contrasts between being a supervisor and being a leader. Instead of simply administrat ng, look for ways to innovate and improve systems within your work unit. Place your focus on people and developing them, rather than only paying attention to the letter of their job descriptions. Take safe risks with your employees' abilities and talents, rather than pigeon-holing them into who should do what. This inspires trust between you and them. Think about the future of your work unit, not just what is happening from day to day. When employees complain, pay attention to their needs. Do not see making changes as giving in to demands, but rather as challenging the status quo. You have unique talents. Know what they are, and how you will elevate your work unit and organization with them. Focus on doing the right thing for your employees, rather than thinking "we can't do it that way because it has never been done." Stepping outside of the structure because you to make takes, but leadership ( you at tribute: being perfect.

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A. Recognize that depression is a disease like other chronic illnesses, and that it is managed, usually with the help of a doctor. The patient and doctor work together to reduce symptoms in order to prevent interference with social and occupational functioning. Symptoms may lead employees to be less assertive about their needs or when discussing their thoughts, feelings or ideas around a project or work problem. Do not misinterpret this as laziness or unprofessionalism. If your workplace is under stress, and serious changes are at hand, this can aggravate depression worse. Encourage all employees to be open with you about their needs and how you can support them. Remind them as appropriate to reach out to EAS, but also hold employees to the standards reasonably expected for their positions. This can help troubled employees in general seek help sooner from EAS, no matter what their problem might be.

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A. "Respect is earned" may sound valid or like common sense, but it is more fitting for an advertising slogan than for employee expectations in the workplace. Respectful behavior and respect (as in high opinion or admiration) are different things. Certainly the position you hold as supervisor entitles you to demonstrated respect from employees beginning on day one, because you represent the employer. You manage and oversee the employment relationship. And you have a great responsibility. Your supervision style is something your employees may come to admire and respect, however, and this is what is usually meant by the phrase respect is earned. You may hear this one-liner from difficult or troubled employees, but it is typically an attempt to manipulate or control the relationship for a specific purpose.

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