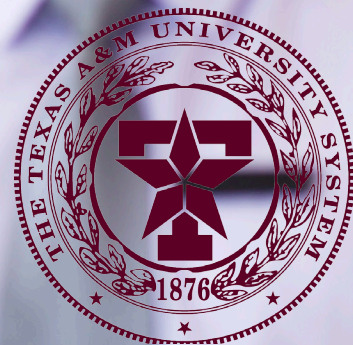




# THE SUPERVISOR/HR NEWSLETTER



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17

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### *Mind Your Money*

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Members that attend 5 out of the 6 webinars will receive  
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# Leadership Exposed: Things You Thought You Knew About Leadership

*This article is about leadership in its different forms such as formal as in politics and business and informal as in the elder of a family. People who have achieved a lot in their field of endeavor have positions of leadership bestowed upon them. Leadership is a process of becoming and it starts with the individual. It is a shared process with a team of people. Depending on circumstances, different styles of leadership are required in practice.*

Much has been written about leadership: rules, pointers, styles, and biographies of inspiring leaders throughout world history. But there are certain leadership ideas that we ourselves fail to recognize and realize in the course of reading books. Here is a short list of things you thought you knew about leadership.

## **1. Leaders come in different flavors.**

There are different types of leaders and you will probably encounter more than one type in your lifetime. Formal leaders are those we elect into positions or offices such as the senators, congressmen, and presidents of the local clubs. Informal leaders or those we look up to by virtue of their wisdom and experience such as in the case of the elders of a tribe, or our grandparents; or by virtue of their expertise and contribution on a given field such as Albert Einstein in the field of Theoretical Physics and Leonardo da Vinci in the field of the Arts. Both formal and informal leaders practice a combination of leadership styles.

- Lewin's three basic leadership styles – authoritative, participative, and delegative
- Likert's four leadership styles – exploitive authoritative, benevolent authoritative, consultative, and participative
- Goleman's six emotional leadership styles - visionary, coaching, affiliative, democratic, pacesetter, and commanding.

## **2. Leadership is a process of becoming.**

Although certain people seem to be born with innate leadership qualities, without the right environment and exposure, they may fail to develop their full potential. So like learning how to ride a bicycle, you can also learn how to become a leader and hone your leadership abilities. Knowledge on leadership theories and skills may be formally gained by enrolling in leadership seminars, workshops, and conferences. Daily interactions with people provide the opportunity to observe and practice leadership theories. Together, formal and informal learning will help you gain leadership attitudes, gain leadership insights, and thus furthering the cycle of learning. You do not become a leader in one day and just stop. Life-long learning is important in becoming a good leader for each day brings new experiences that put your knowledge, skills, and attitude to a test.

### **3. Leadership starts with you.**

The best way to develop leadership qualities is to apply it to your own life. As an adage goes “action speaks louder than words.” Leaders are always in the limelight. Keep in mind that your credibility as a leader depends much on your actions: your interaction with your family, friends, and co-workers; your way of managing your personal and organizational responsibilities; and even the way you talk with the newspaper vendor across the street. Repeated actions become habits. Habits in turn form a person’s character. Steven Covey’s book entitled *7 Habits of Highly Effective People* provides good insights on how you can achieve personal leadership.

### **4. Leadership is shared.**

Leadership is not the sole responsibility of one person, but rather a shared responsibility among members of an emerging team. A leader belongs to a group. Each member has responsibilities to fulfill. Formal leadership positions are merely added responsibilities aside from their responsibilities as members of the team. Effective leadership requires members to do their share of work. Starting as a mere group of individuals, members and leaders work towards the formation of an effective team. In this light, social interaction plays a major role in leadership. To learn how to work together requires a great deal of trust between and among leaders and members of an emerging team. Trust is built upon actions and not merely on words. When mutual respect exists, trust is fostered and confidence is built.

### **5. Leadership styles depend on the situation.**

How come dictatorship works for Singapore but not in the United States of America? Aside from culture, beliefs, value system, and form of government, the current situation of a nation also affects the leadership styles used by its formal leaders. There is no rule that only one style can be used. Most of the time, leaders employ a combination of leadership styles depending on the situation. In emergency situations such as periods of war and calamity, decision-making is a matter of life and death. Thus, a nation’s leader cannot afford to consult with all departments to arrive at crucial decisions. The case is of course different in times of peace and order---different sectors and other branches of government can freely interact and participate in governance. Another case in point is in leading organizations. When the staffs are highly motivated and competent, a combination of high delegative and moderate participative styles of leadership is most appropriate. But if the staffs have low competence and low commitment, a combination of high coaching, high supporting, and high directing behavior from organizational leaders is required.

Now that you are reminded of these things, keep in mind that there are always ideas that we think we already know; concepts we take for granted , but are actually the most useful insights on leadership.

*Source: Free Articles from ArticlesFactory.com*

# Ask Your EAP!

The following are answers to common questions supervisors have regarding employee issues and making EAP referrals. As always, if you have specific questions about referring an employee or managing a workgroup issue, feel free to make a confidential call to the EAP for a management consultation.

*Q. I am a new supervisor who is replacing another leadership staff member who retired. Employees had a great deal of respect for my predecessor. How do I efficiently and quickly gain their trust? I know that this also is the first step toward gaining a great deal of respect in the future.*

A. Understanding the meaning of trust can help you practice behaviors and set standards for yourself that will win the hearts and minds of your employees. Trust means reliance on and confidence in the truth, worth, and reliability of a person. Consider how these values translate into supervisory practice, and you'll gain trust. Every new supervisor has the battle half won when it comes to gaining trust. This is because employees want to be led by someone they trust. To get on the fast track, establish relationships with your employees that demonstrate you can be counted on for support when the going gets tough. When times are tough, your employees will have faith in your ability to support them. This will deepen their trust in you. Be a consistent communicator, along with making yourself accessible. This will remove the mystery between you and your employees, a frequently overlooked obstacle to building trust. Be truthful with employees. Doing so will build their confidence in you. Keep commitments and appointments and only promise what you are certain you can deliver. This will show employees that you are reliable.

*Q. What's the difference between stress and pressure? Sometimes I think employees feel pressure at work, but not unmanageable stress. Employees should seek support from the EAP, but not for the "normal" sense of urgency that everyone feels to get things done, correct?*

A. Stress, pressure, force, strain, and distress are terms frequently used in mental health and workforce-management literature to define different work-generated tensions and the degrees of severity faced by employees. These definitions are rather fluid among authors. Every employee experiences these work tensions differently and managing them is a learned skill. Encourage your employees to use the EAP for any perceived personal need, even if you judge the degree of work stress they face to be much less than what they perceive it to be. As employees adapt to stress, they tend to naturally elevate their tolerance level for more of the same. Your EAP can do the sorting out after they arrive for a confidential assessment and the help that they may or may not require.

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