LEADERSHIP

How to Empower Your Team pg. 4
Coping with Burnout pp. 10-11

In this issue...
How to Train an Employee
Harassment
How to Work with a Perfectionist Boss
A word from your Account Management Team...

Welcome to the Fall 2020 issue of Leadership!

It seems like just yesterday that the first round of COVID related news was coming down the pipeline and now more than seven months have passed. This issue we have decided to take a step back from COVID related resources and provide some basic and helpful tips and info to help you catch up on those loose ends that may be hanging and to help your team function as smoothly as possible because we all have enough to worry about as it is.

On page 4 we start with a short look at empowering your team and making them feel heard (Zoom call mute button not withstanding...). On page 5 is a basic overview on training new employees. Page 6 should help you smooth over the rough edges of working with a perfectionist boss. Page 8 provides a legal insight into the topic of harassment. Then finally on page 10 we wrap things up with some techniques to counter burnout and stress related to the job.

If you need resources specific to COVID-19 topics, help supporting your employees during this difficult time, or anything else, please remember with MINES you have access to unlimited supervisor consultations for all sorts of things including employee issues, EAP referrals, policy development and implementation, and more! We are here to help. Please call us at 1-800-873-7138 anytime.

To your health!

– The MINES Team
Total Wellbeing is your way to connect the dots between the 8 core dimensions of wellness: Physical, Occupational, Intellectual, Environmental, Financial, Social, Spiritual, and Emotional Wellness. Understanding these dimensions is the first step toward a sense of complete wellbeing. In 2020 we take ideas around wellbeing and tie them into the bigger picture, your community, and the rest of the world. It is important to understand the influence that the world has on our wellbeing and the influence we may have on others. All year we will be looking at ways to strengthen your connection with your community by providing information, insight, and resources to help on a personal level along with ways to give back to the people around you so we can all thrive together!

Enhancing Awareness
Inspire Wellbeing
The 8 dimensions of wellbeing don’t just apply to one person, they apply to everyone we know and everything we do. Social influence is a huge factor that contributes to each of our levels of wellness, but it all starts with the individual. With this in mind, our challenge to you in 2020 is to see how you can apply wellness goals and concepts to the activities you do everyday. Any time you learn something new, teach someone else and help them use it to enhance their own life!

Total Wellbeing
World View
In 2020 we aim to build on the concept of wellbeing awareness. We will be providing resources, stories, and tools to help you see the bigger wellness picture from your community to the rest of the world. Check out our articles in this magazine and head to minesandassociates.com/newsletters to check out our monthly newsletter with even more great wellness information.

Wellness Webinars
Support from the experts
Join MINES for any of our free monthly webinars. 2020 will cover great new topics ranging from improving your credit, having a stress free summer, turning negatives to positives, and much more! Visit our website to learn more, or register for upcoming events at www.minesandassociates.com/webinar.

Is there a topic you’d like to see us explore? We’d love to hear from you.
Shoot us an e-mail at communications@minesandassociates.com and let us know what you’d like to see.
When employees don't feel empowered, they tend to isolate themselves and work alone, rather than as a team. They can be less motivated, and not be as creative or as inspired to achieve. In turn, this lack of empowerment leaves employees and teams unable to perform to their highest ability and productivity. Empowering your team brings success to employees, groups, and companies.

Read the advice below to see how supervisors can build empowered teams:

**Allow the Team to Plan**
Allow the team to plan for a whole project, rather than small pieces of a project at a time. This way, employees will have to plan their work schedule accordingly and assign goals for themselves. This will generate team-wide responsibility to get the project done.

**Allow the Team to Schedule Projects**
Daily meetings on scheduling can take up precious time rather than fill individuals with a productive spirit. Allow employees to schedule for their tasks, giving them enough work to fill up a week or more. Letting team members schedule projects on their own will help create better planning skills.

**Allow the Team to Make Decisions**
When an employee is involved with decision-making, he or she will feel like an essential part of the team. Bring the team together for brainstorming or impromptu meetings so individuals can share in the decision-making process. Encouraging decision-making will make sure the team moves forward quickly toward its goals.

**Allow the Team to Assign Work to Its Individuals**
Individuals of a team have insight into their strengths and skills, so allow the team to divide up a large project on their own. Also, this will allow individuals to build up strengths and skill sets that they may not have developed, as a person may have to complete a task he or she may have not done before. As a result, you will have better trained more well-rounded employees.

**Look at Results Rather Than the Process**
When a team does the work to plan, schedule, make decisions, and assign duties, the supervisor will be able to see if the team was effective or not. By looking at the end result, rather than the process, you’ll be able to empower your employees with the ability to govern themselves yet still provide feedback on whether their results were acceptable. This will inspire the team to find new ways to work on other projects, and adjust their process if necessary.
How to Train an Employee

Plan to Train
Before you start training an employee, put together a list of the goals you wish to accomplish through the training. Ask yourself what the employee should be able to do when training is complete, and then start moving forward. Write down tasks that an employee must be trained on and take notes on the steps. Make sure everyone in the office is aware of who this new person is and where they will be working. It may be helpful to prepare an introductory portfolio. Some organizations have these available through their HR department, but if not, feel free to put one together yourself.

Start the Training
When you start to train, begin with basic training measures: Given them a tour of the office so they know the layout and location of different areas; make sure that they know where to find materials, how to position materials (if applicable), and proper safety regulations for the work environment. Next, consider how to best train your employee using the instructions below.

Using Training Aids to Help
In addition to verbal guidance from supervisors and colleagues, think about using training aids to help explain work processes to a new employee. Training aids can help the employee learn essential work practices quicker and more efficiently. Manuals, films, videos, photographs of equipment or products, finished products samples, and flow diagrams can all provide beneficial training to your employee.

Instructing Your Trainee
- First, prepare your trainee for what’s being taught. Explain to your trainee the value of, and reason for, what you are teaching. As a trainer, take time to access the skill level of the person you are working with. Are there unnecessary training steps that can be omitted?
- Second, teach your trainee. Describe and illustrate each task the trainee will need to know. Take it step by step, making sure to point out the key points of each step, reiterating important points when necessary.
- Third, have your trainee perform the task. This way, you can see if the employee knows how to perform the task properly. Start by having the employee perform each step, explaining key points. Correct errors if you see them, and have the employee repeat the steps until he or she can master it.
- Lastly, follow up with your employee. Make sure to check in on the trainee to see if there are questions or errors being made. Take time to praise what he or she is doing correctly, but don’t expect tasks to be performed flawlessly right away. Make gentle corrections and work with the employee to perfect skills.
How to Work with a Perfectionist Boss

Is your boss always pointing out that your work isn’t quite right? Does he or she expect you to work yourself to the bone? Do you go home every night exhausted and at your wit’s end?

Sit down, take a deep breath and relax as you learn some strategies that will help you win the trust of your perfectionist boss.

“It’s important to seek to understand perfectionist bosses and why they’re so focused on perfection,” says Janelle Brittain, M.B.A., C.S.P., president of Dynamic Performance Institute in Chicago and author of “Star Team Dynamics: 12 Lessons Learned From Experienced Team Builders.” “It’s often because they fear they’ll lose something if perfection isn’t achieved. They may be afraid of losing their prestige, sense of worth or even their jobs.”

Communicate
When receiving an assignment or project from a perfectionist, take a moment to clarify the expectations. If your boss wants things done a certain way, write down the plan step by step. Make sure you keep asking questions until you’re clear about your boss’s expectations.

Pay attention to details
Be precise. Give your boss neat, orderly, spell-checked work. Nothing stands out more to a perfectionist than typos, sloppiness and inaccurate information. Keep track of deadlines and get your work done on time.

Be prepared
Never come unprepared to a meeting. If you have a project to report on, come to the meeting with a complete progress report. If the meeting is about a new topic, do your pre-meeting research about the subject.

No surprises
Perfectionists don’t like surprises. Keep your boss informed as to how a project is going as the work progresses.

“If you see the possibility of a problem on the horizon, give your boss a heads up. Perhaps offer an idea for solving or preventing it,” says Ms. Brittain. Any possible solutions should be well thought out, logical and workable.”
Have a can-do attitude

“Even though it may be tough, keep a positive attitude when the perfectionist is demanding,” says Ms. Brittain. “If you’re feeling overwhelmed, make a logical case for getting assistance with your work. This way, you’re saying you can do it if you get help.”

Develop trust

“Never cover up a mistake to avoid criticism, even though it may be tempting, as you’ll immediately lose the trust of your perfectionist boss,” warns Ms. Brittain.

Show you care

“Because perfectionists often are harder to like, they don’t receive many messages that others care about them and their welfare,” says Ms. Brittain. “If you see your boss is a nervous wreck trying to push everyone to perfection, say something like, ‘I’m worried about you. You look exhausted. Why don’t you take a few moments of peace and quiet in your office, and I’ll cover for you.’”

A small gesture of caring often will help your boss be more understanding of your struggle.

Be proactive

“Instead of reacting negatively to the perfectionist boss’s demands, seek to understand them and create a strategy for working with them,” Ms. Brittain says. “This way, when you go home at night, you can let go of your work worries because you know you’ve got a plan.”

Key takeaways: Communicate, always be prepared and open minded, develop trust, show you care, and always be proactive. Also remember that if your boss or anything else is stressing you out, the EAP is there for you. Call today!
Harassment is a form of employment discrimination that violates Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, (ADEA), and the Americans with Disabilities Act of 1990, (ADA).

Harassment is unwelcome conduct that is based on race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. Harassment becomes unlawful where 1) enduring the offensive conduct becomes a condition of continued employment, or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. Anti-discrimination laws also prohibit harassment against individuals in retaliation for filing a discrimination charge, testifying, or participating in any way in an investigation, proceeding, or lawsuit under these laws; or opposing employment practices that they reasonably believe discriminate against individuals, in violation of these laws.

*Prevention is the best tool to eliminate harassment in the workplace. Employers are encouraged to take appropriate steps to prevent and correct unlawful harassment.*

Petty slights, annoyances, and isolated incidents (unless extremely serious) will not rise to the level of illegality. To be unlawful, the conduct must create a work environment that would be intimidating, hostile, or offensive to reasonable people.

Offensive conduct may include, but is not limited to, offensive jokes, slurs, epithets or name calling, physical assaults or threats, intimidation, ridicule or mockery, insults or put-downs, offensive objects or pictures, and interference with work performance. Harassment can occur in a variety of circumstances, including, but not limited to, the following:

- The harasser can be the victim’s supervisor, a supervisor in another area, an agent of the employer, a co-worker, or a non-employee.
- The victim does not have to be the person harassed, but can be anyone affected by the offensive conduct.
- Unlawful harassment may occur without economic injury to, or discharge of, the victim.
Prevention is the best tool to eliminate harassment in the workplace. Employers are encouraged to take appropriate steps to prevent and correct unlawful harassment. They should clearly communicate to employees that unwelcome harassing conduct will not be tolerated. They can do this by establishing an effective complaint or grievance process, providing anti-harassment training to their managers and employees, and taking immediate and appropriate action when an employee complains. Employers should strive to create an environment in which employees feel free to raise concerns and are confident that those concerns will be addressed.

Employees are encouraged to inform the harasser directly that the conduct is unwelcome and must stop. Employees should also report harassment to management at an early stage to prevent its escalation.

**Employer Liability for Harassment**

The employer is automatically liable for harassment by a supervisor that results in a negative employment action such as termination, failure to promote or hire, and loss of wages. If the supervisor’s harassment results in a hostile work environment, the employer can avoid liability only if it can prove that:

1. it reasonably tried to prevent and promptly correct the harassing behavior; and;

2. the employee unreasonably failed to take advantage of any preventive or corrective opportunities provided by the employer.

The employer will be liable for harassment by non-supervisory employees or non-employees over whom it has control (e.g., independent contractors or customers on the premises), if it knew, or should have known about the harassment and failed to take prompt and appropriate corrective action.

When investigating allegations of harassment, the EEOC looks at the entire record: including the nature of the conduct, and the context in which the alleged incidents occurred. A determination of whether harassment is severe or pervasive enough to be illegal is made on a case-by-case basis.

If you believe that the harassment you are experiencing or witnessing is of a specifically sexual nature, you may want to see EEOC’s information on sexual harassment.
Coping with Burnout

Burnout is another way of describing the feeling of insurmountable stress that leaves you feeling delusional and completely exhausted. Burnout can happen to anyone – managers and employees alike. It is a serious issue that impacts all aspects of your life and daily functioning. If you or someone you know is suffering with burnout, here are some warning signs to look for:

- A sudden change in work performance and attitude
- A drop in drive and motivation
- An increase in negativity and confrontation
- Feeling a general lack in fresh ideas and creativity
- Frequently running late to work
- A rapid increase in time off

Dealing with Burnout

How do you stop burnout in your team? You need to pay attention to your employees, monitor their work habits, look out for the events and listen up for the conversations that hint at bigger issues. If the damage is already done, you need to work quickly to help the employee recover before the burnout gets worse. Here are some common issues that lead to burnout:

Missed Opportunities

Employees who miss out on a promotion, don’t receive a bonus when they’re told it’s coming, or aren’t rewarded with feedback or support for a job well-done are more likely to experience burnout. They need to know that their hard work is noticed and that their efforts will be rewarded. By not recognizing employees, you might make them feel as if their work is undervalued or has no real contribution to the success of the organization.

Reorganization

A changing office climate can cause feelings of anxiety to develop. Employees might be concerned about a shift in roles or responsibilities. They might be concerned that the processes they have control over might be handed off to someone else. Long periods of anxiety can quickly lead to burnout.
Coping with Burnout

Uncertainty

A company that has experienced a failure or setback, is struggling to find a new customer base, or is experiencing layoffs, can expect to see a rise in employee burnout. Many employees are expected to take on the work of two or three employees without an increase in pay or time off. The fear of job loss coupled with the extra demand on their time and work performance can rush them into feeling burnout.

Change in Career Track

An employee planning on transitioning into another job or leaving for another organization is likely to experience burnout in his or her present position. The present position might feel tired or uninspired to the employee, causing him or her to slowly retreat from daily responsibilities and goals.

Provide a Release Valve

Burnout is often linked to feelings of frustration – frustration over not being in control, not having an impact, or not having a voice that’s heard. By providing opportunities for employees to vent their frustrations, release the tensions that they carry, and engage in healthy recreational activities, you help them unwind, recharge, and feel renewed in the workplace.

Editors note: Remember that the EAP is here to help you and any of your employees address burnout and stress. If you are in need of help please call today. If you know of an employee that is need of help contact us to see if a workplace performance referral may be the next step.
A note to Supervisors...

From time to time, situations arise when a supervisor is not sure how to respond to a particular behavior. The Employee Assistance Program is available on a 24/7 basis for consultation on issues such as: referring an employee to the EAP, how best to respond to and manage difficult behavior in the workplace, and whether training or some other form of group intervention (such as an organizational intervention or a conflict resolution) may be helpful for a particular situation. The EAP can serve as an ally to anyone who is working with a troubled employee.

- 24/7 supervisor consultation regarding problems in the workplace
- Assessment of behavioral risk on the job
- Return-to-Duty conferences
- Advisory services in writing, revising, and implementing policies
- Supervisor and Manager training
- Unlimited formal Work Performance Referrals
- Coaching for management and leadership skills
- Conflict resolution for supervisor-employee problems

MINES believes that employees are an organization’s most valuable resource. Your EAP is always available to provide you and your employees with support.

The MINES Team