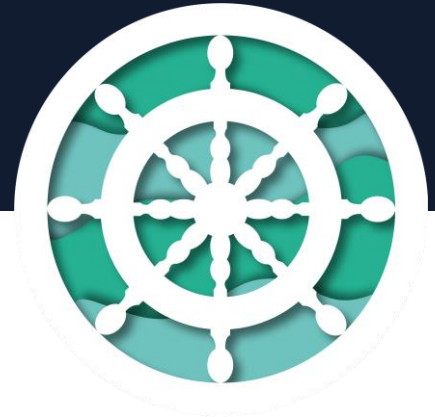


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Support for managers

May 2022



EMPLOYEE'S PERSPECTIVE VS. MANAGER'S PERSPECTIVE

The quality of leadership is determined, among other things, by the relationships the manager forms with individual team members and with the team as a whole. Relationships are conducive – or sometimes not conducive – to frank and open conversations. Often the reality is judged differently by the manager and from the employee's perspective it is totally different.

Here are some contrasting perspectives on problems that often arise at work. These are raised during discussions on psychological support in professional life and managerial support.

Employee's perspective	Manager's perspective
I have too much work, the manager thinks the tasks take less time than they really do and keeps adding more	I have experienced people in my team who can cooperate, support one other and communicate openly
I have more and more tasks and the manager does not clearly define priorities, everything is important	We have a demanding organisational culture, high targets and we expect autonomy
The manager does not appreciate people, it is hard to hear a good word from him/her	I appreciate my people, but I don't always have the time to tell them about it, besides they know I appreciate them
The manager takes credit for success and keeps demanding more and more from us	I try my best to represent the team I manage
I don't want to let the manager down, so I don't report that I have too many tasks and work overtime	If something was wrong, my employees would certainly tell me about it
I'm already burnt out professionally, but I don't want to talk to my manager about it, and (s)he doesn't ask	If something was wrong, my employees would certainly tell me about it
I expect a pay rise, but I won't ask my boss for it, (s)he should guess	It is a matter of budgets, independent of me
I am expecting a promotion, the company should offer me something	The structure of the organisation is flat, it is not up to me
I have the most tasks in the team because I have the most experience, it's not fair	I have people in my team that I can always count on
I can't cope with this amount of work, but talking to the manager about it won't help as (s)he also works overtime	We have a demanding organisational culture, high targets, we expect commitment, I want to set an example myself



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These are just some examples of how everyone has their own point of view on issues that can become pressing problems over time such as burnout, frustration, reduced commitment, quitting the job, bad opinion about the workplace.

Therefore, the question that arises is: „How can we reduce differences in reality assessment?“.

Tips for managers

1. If an employee does not talk about something, it does not mean that it is not there.

When was the last time you reviewed your employees' job description? When did you last update your employees information on their expectations/needs?

2. Just because someone works very well does not mean that they do not have problems, dilemmas, questions.

Are you giving enough attention to the people who are fully independent and responsible? They also need the boss's attention.

3. It is worth talking about and reminding people of the obvious, common things, etc.

If you have no say in your employees' promotions and pay rises, talk about it. If you really have no influence, find out who does and what would progression consist of.

4. If you are sailing with your colleagues on the same 'ocean of busyness', remember who is the captain.

Your working style affects the efficiency of your employees, it can promote employee development, but it can also be a source of stress. What would your colleagues say about your style?

5. Appreciate, appreciate, appreciate...

If you underestimate people, sooner or later you will suffer the consequences of this approach. The fast pace of work does not excuse the lack of a good word. Furthermore, the question that arises is not only about whether you appreciate people or not, but whether people feel appreciated?

Remember the managerial support of the EAP. Sometimes it is worth talking in order to make faster and easier changes in team management, not only in a crisis situation, but also in a planned development.



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