

EAP - People Assist Program

The EAP is a free independent, confidential, short-term, solutions-oriented counselling and coaching service for work related and personal issues.

Your organisation has partnered with Converge International to provide a comprehensive and innovative EAP program, comprised of six specialised service streams: Employee Assist, Career Assist, Conflict Assist™, Manager Assist, Lifestyle Assist and Money Assist.

Employee Assist

Support for personal or work related concerns, such as:

- Work role and workload pressures
- Workplace communication and conflict
- Organisational change processes
- Emotional stress
- Workload performance
- Grief and loss
- Personal and family relationships
- Family Support
- Eldercare

Employee Assist is available to all employees and employee's immediate family members, for up to # free x 1 hour sessions per issue.

Career Assist

Assistance with career development and planning, such as:

- Vocational counselling, career planning and transition advice
- Job-seeking techniques and coaching
- Interview coaching and presentation
- Resume development
- Job application assistance
- Independent perspective on your current or future career plans

Career Assist is available to all employees, for up to # free x 1 hour sessions per issue.

Conflict Assist

Strategies for managing workplace conflict, such as:

- Issues with managers and supervisors
- Issues with colleagues and team
- Issues with patients and clients
- Discipline and grievance processes
- Bullying and harassment concerns
- Equal Opportunity and discrimination issues
- Internal investigations

Conflict Assist™ is available to all employees, for up to # free x 1 hour sessions per issue.

Manager Assist

Coaching and advisory service for people management issues, such as:

- Leadership and personality styles
- Work/life balance concerns
- Transition planning and managing the impact of change
- Managing staff and teams
- Performance management
- Addressing difficult behaviours
- Supporting employees with physical or psychological illness

Manager Assist is available to managers and supervisors for up to # free x 1 hour sessions per issue.

Lifestyle Assist

Coaching and support service for health and wellbeing issues, such as:

- Building emotional resilience
- Mental health issues, including anxiety and depression
- Drug and alcohol issues
- Managing addictive behaviours, including smoking and gambling
- Physical wellbeing, including nutrition and fitness
- Weight management

Lifestyle Assist is available to all employees and employee's immediate family members, for up to # free x 1 hour sessions per issue.

Money Assist

Support and advisory service for financial wellbeing issues, such as:

- Resolving financial habits that are causing conflict
- Eliminating stress caused by financial challenges
- Creating a personalised action plan to get out of debt sensibly and without extra cost
- Learning new financial skills and be confident with controlling your finances

Money Assist is available to all employees and employee's immediate family members, for up to # free x 1 hour sessions per issue.



Converge International is your Employee Assistance Program (EAP) provider. To make an appointment or speak to a consultant:

1300 our eap
1300 687 327

Manager Assist

Many individuals can be reluctant to ask for help, and this can be particularly true of managers. Given the increasingly complex world of work that people managers are expected to negotiate, such reluctance can represent a risk.

Overview

Manager Assist has been designed as a confidential coaching and advisory service that affords team leaders, supervisors, line managers and project managers the opportunity to discuss particular staff challenges and concerns on the job. The aim is to send a clear and positive message that when the going gets tough, managers are advised to seek assistance.

Benefits

A Manager Assist service has the benefit of providing:

- Proactive, confidential and supportive means for people managers to identify and resolve people management issues before they emerge or become resistant to intervention
- Learning on the job without significant loss of time from the workplace, with sessions often conducted over the phone
- Development of internal talent by enhancing the people management skills and insights of management
- Existing internal HR technical and support services with a complementary, additional, and independent manager support mechanism for periods of high demand or delicacy

Features

Our Manager Assist service is distinguished by:

- Provision of both a hotline advisory and face-to-face coaching service that allows employees with staff responsibilities the opportunity to discuss a range of issues in confidence
- Access to expert advice across a range of people management areas, from those seeking situational advice, to professional development, or early intervention needs
- Range of delivery modes and locations, from face to face (onsite or offsite), phone, skype, and email, along with an optional web portal that provides access to a range of articles, resources, and tools
- Delivery by consultants with people management and conflict resolution expertise, who form part of the joint Converge International EAP & HR consulting teams



Converge
international

more information

T 1300 687 633

E info@convergeintl.com.au

www.convergeinternational.com.au

Manager Assist

Methodology/Approach

Manager Assist is a short-term, solution-oriented, coaching and professional development model. It is designed to complement existing HR resources and systems, and is staffed by consultants with a background in organisational psychology, HR management coaching, and people management.

Delivery

Manager Assist can be delivered as a stand-alone service, or as part of a modular EAP/People Assist Program. Other specialised services available are: Employee Assist, Career Assist, Career Online, Conflict Assist, Debriefing Assist and Lifestyle Assist

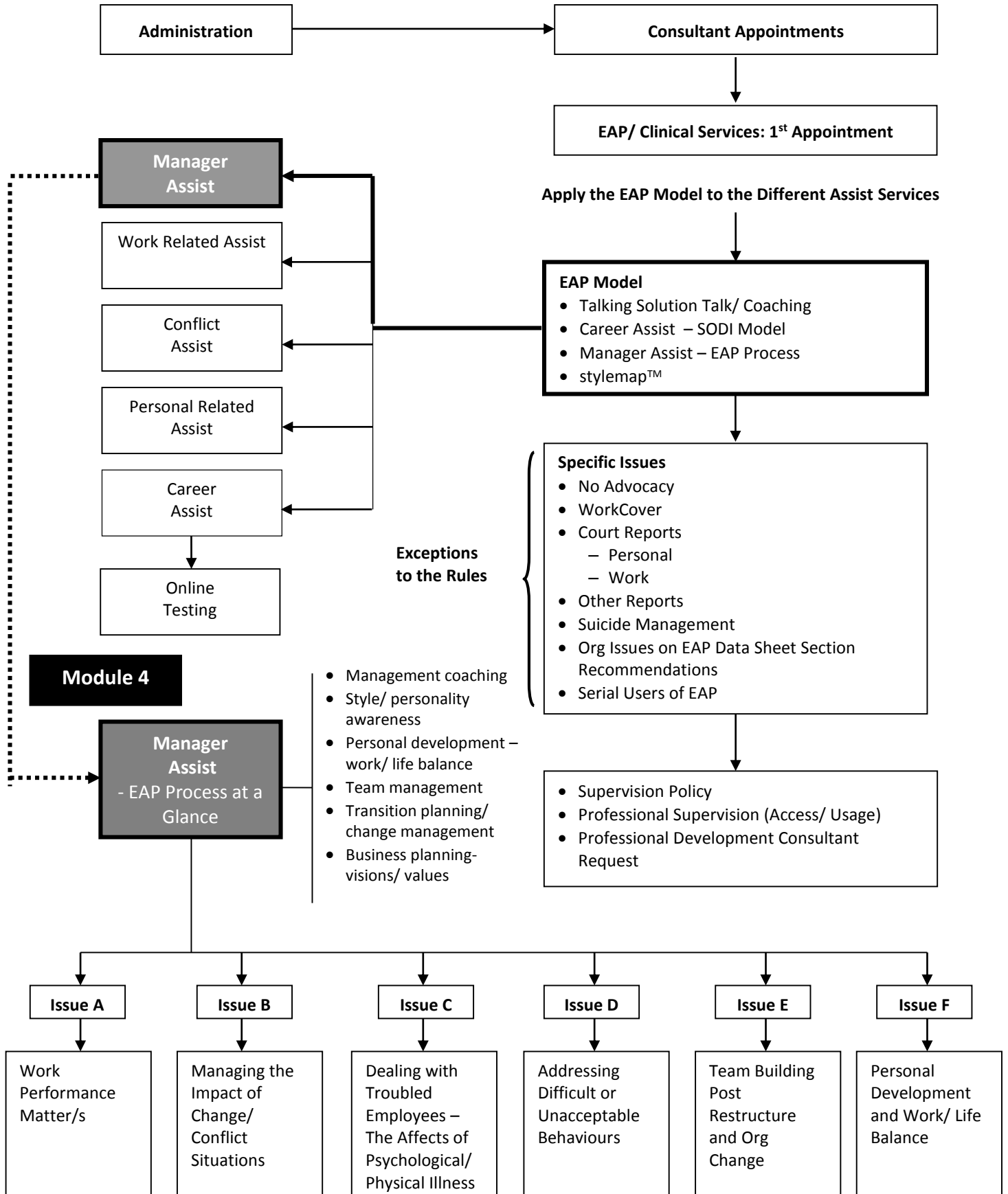
What our clients are saying

"It has been difficult to promote Manager Assist to our line management staff but after a few of our key supervisors experienced the benefits and were assured of the confidentiality they are becoming more comfortable in seeking support earlier. We try to promote it as on the job training in managing people."

CLIENT FROM A LARGE VICTORIAN GOVERNMENT DEPARTMENT.



MANAGER ASSIST: TRAINING ACCREDITATION MODULE 4 Processes and Practices



MANAGER ASSIST

DEFINITION

Manager Assist is a coaching service designed specifically for supervisors and managers. The aim is to help managers lead, manage and support their team in order to maximise performance and achievement.

SCOPE AND FOCUS

Manager Assist coaches work with managers to evaluate, plan, implement and achieve personal, professional and organisational goals. The key areas of focus include:

- Facilitates learning on the job without loss of time from the workplace
- Enhances management skills
- Provides a proactive, confidential and supportive opportunity to identify and resolve people management issues before they escalate

SERVICE DELIVERY MODEL

- Usually **face to face** session
- Growing proportion of sessions conducted via **phone** counseling / coaching
- 3-5 sessions depending on contract
- Please refer to the following diagram to gain an understanding of the key elements in a manager assist engagement

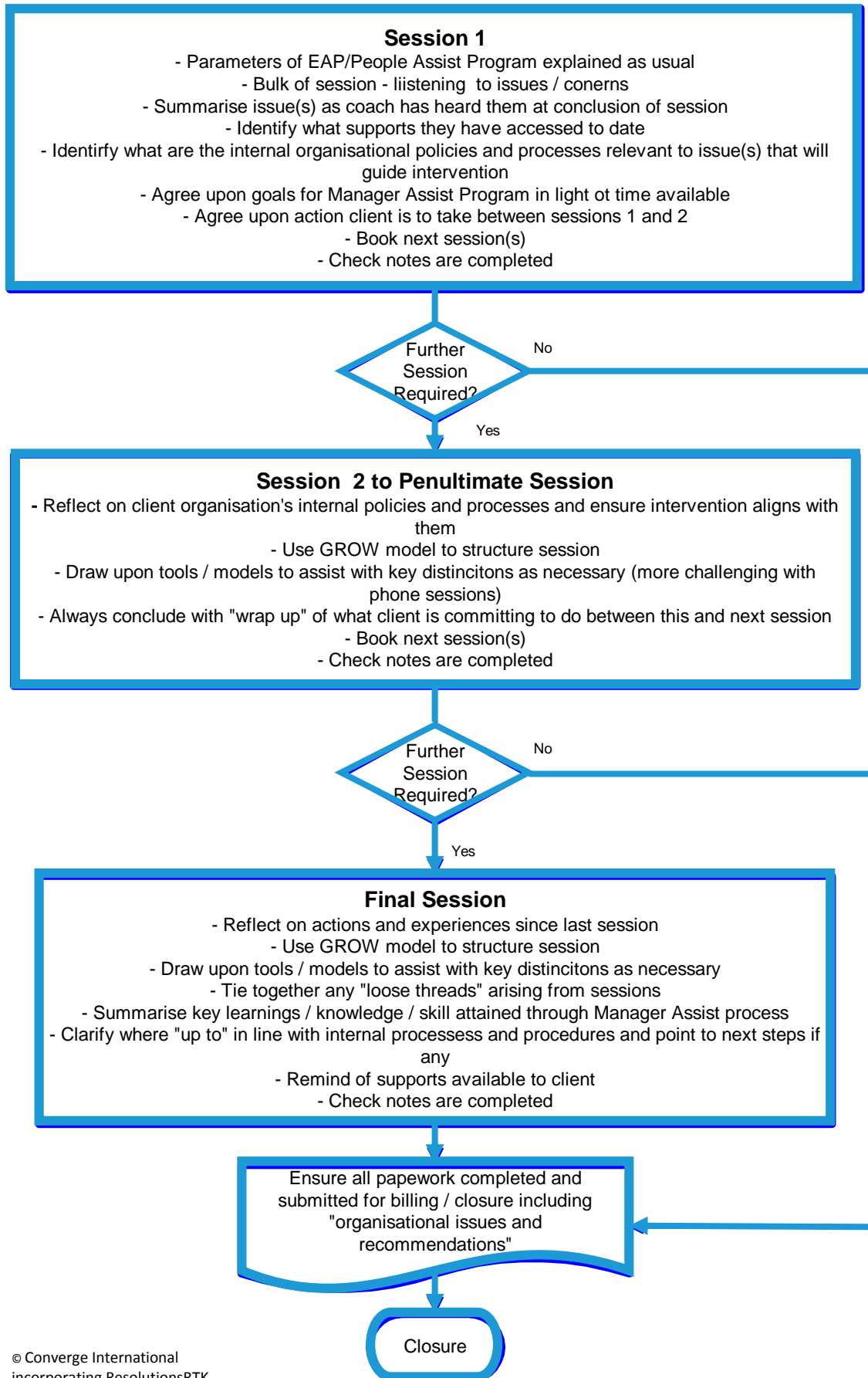
KEY TOOLS AND APPROACHES

Regular EAP Flyers and Tools Attached.

- A Proactive Way to Achieve Goals and to Solve Problems
- Coaching Tactics for Dealing with Difficult People
- Recognising Troubled Employees
- Co-operative Conversations
- Strategies for Managing Stress
- Coaching Resources: The GROW Model – Coaching Strategies and Questions
- Feedback Grid/ Responses to Feedback
- Building Resilience
- Comparison for Non-assertive, Assertive and Aggressive Behaviours
- stylemap™ Converge International incorporating ResolutionsRTK Style Grid (10 pages)
- Locus of Control
- The Personal Power Grid
- Conflict Coaching Model (Refer to Module 2)
- Guidelines for Mentor/ Mentee Relationship
- Coaching Tactics for Dealing with Difficult People
- Coaching Resources – Above the Line Over the Line
- Grief / Loss / Change Curve
- The Change Grid
- Empowerment Model: Mature and Effective Management Relationships

- ***The tools use will continue to evolve over time and it is an expectation professional staff ensure they remain current with the suite of tools used for this service.***
- ***Additional tools, frameworks or distinctions are always welcome from staff for potential adoption and sharing with the team to keep our Manager Assist product current.***

Manger Assist Model – EAP Process at a Glance



Manager Assist: Training Accreditation Module 4

Issue A:

- Work Performance Matter/s

MANAGER ASSIST

TIPS FOR DIFFERENT ISSUES

ISSUE A: WORK PERFORMANCE MATTER(S)

- Check internal process for client organisation for performance management
- Clarity to whether the employee needs to be performance managed or behaviour managed. Check documented expectations of the employee's role (i.e. KPIs). Check agreement as to how the KPIs are to be measured. Also consider whether the employee has been alerted to the performance issues in previous conversation on an informal basis or through their supervision before commencing a formal process.
- Process needs to be openly stated, transparent and very clear to parties involved
- Always have sessions in private confidential setting 1:1 (see support people comments below)
- ☐ If working relationship solid and processing commencing – focus on giving and receiving feedback
- ☐ Check manager understands how to give and receive feedback appropriately (if unsure use 4 quadrant model for giving and receiving feedback to guide)
- Recognise there are usually 2 sides to every story and be prepared to listen to theirs.
- Remind manager of importance of their body language, tone etc and not to focus too much on “what” they're saying but rather **how** they're communicating the messages
- Focus on how to give “type 4” feedback professionally
- Focus on facts and evidence rather than vague perceptions of poor performance
- Documentation is crucial – may need help with what and how to document
- Have client consider support person for staff member being performance managed – 3rd party independent party more important (some might argue essential) if the manager and staff member's relationship has been significantly compromised e.g. bullying allegations etc.
 - Have them be aware of power and gender balances in room
 - Welcome union representative if staff member wishes to have them participate in the process.
 - May need coaching if they are to be one of the parties or facilitator (this will require expert preparation as it is a demanding role to take). **Refer to conflict resolution processes internally for guidance and speak to member of Resolve team.**
- Remind manager to clearly outline expectations of changes in behaviour or performance – be very specific and seek staff member's commitment to effect the change / responsible for behaviour
- Document the expectations and get staff member to commit to these verbally (and process may require them signing off on commitments).

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Issue B:

- Managing the Impact of Change/ Conflict Situations

MANAGER ASSIST

TIPS FOR DIFFERENT ISSUES

ISSUE B: MANAGING THE IMPACT OF CHANGE / CONFLICT SITUATIONS

- Check the internal policies and process, including conflict/grievance resolution, EO and bullying behaviours, performance management (or related policies and procedures).
- Is the manager trying to manage the personal impacts of dealing with the changes, and also deal with the responses of their team to the changes?
- 📄 Discuss phases, signals and actions during change (Change Grid, Fit for Change)
- Identify concerns, unknowns and opportunities of the changes
- Identify how the change has been managed and communicated – are there gaps?
- In a team there will not be uniform responses to the phases of change or the amount of time it takes them to move through change process
- 📄 Use the Conflict Coaching model
- Help the manager clarify the key issues
- Discuss assertiveness techniques, techniques for dealing with angry and aggressive people (high emotionality in general).
- Benefits of understanding own and other's style
- Work with the manager to identify appropriate conflict resolution strategies
- Discuss the differences in skills between being a manager and being a facilitator in discussions between conflicted parties
- If the manager is dealing with a potential “bully”, refer to the relevant policy for process
- Note: importance of planning any important conversation(s).

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Issue C:

- Dealing with Troubled Employees
 - The Affects of Psychological/ Physical Illness

MANAGER ASSIST

TIPS FOR DIFFERENT ISSUES

ISSUE C: DEALING WITH TROUBLED EMPLOYEES - THE AFFECTS OF PSYCHOLOGICAL / PHYSICAL ILLNESS

- When dealing with non compensable physical and/ or psychological illness whether directly disclosed by the employee or observed by the line manager (e.g. increased absenteeism, behavioural changes, work performance changes) it is advisable that the manager seek HRM input and assistance

If worker self-discloses physical and/ or psychological health issues:

- Offer EAP services where appropriate
- The manager to utilise the supervision process to discuss types of 'support' that the worker would like and could benefit from
- Seek permission to gain additional information and recommendations from relevant treaters if the worker consents
- Review role/ responsibilities on a temporary/ permanent basis as appropriate and review regularly
- Manager to monitor boundaries between a welfare approach and performance management approach
- If appropriate involve an occupational rehabilitation case manager (internal/ external) to monitor worker wellbeing, work progress and general coping.

☐ If the worker does not-self disclose physical and/ or psychological health issues:

- Manager may take a welfare approach initially and invite the worker to have an initial conversation where concern is expressed about his/ her increased absenteeism, behavioural changes, work performance changes
- Manager may need to escalate the matter to a performance management process if it becomes a duty of care issue to other staff
- Identify and communicate to the worker acceptable boundaries for the workplace, including behavioural code of conduct and other relevant HRM policies, especially when dealing with psychological health issues

Dealing with the rest of the team:

- Discuss the level of disclosure, if any at all, with the worker directly based on his/ her preferences.
- Manage the worker's privacy in the work place
- If the worker's physical/ psychological health impacts on other employees (i.e. team members):
 - Suggest EAP to the team members affected
 - In supervision if highlighted, explore the impacting on individual team members and discuss how each member may wish to deal with the worker directly or indirectly.

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Issue D:

- Addressing Difficult or Unacceptable Behaviours

MANAGER ASSIST

TIPS FOR DIFFERENT ISSUES

ISSUE D: ADDRESSING DIFFICULT OR HIGH CONFLICT BEHAVIOURS

- Check the internal policies and process, including conflict/grievance resolution, EO and bullying behaviours, performance management processes
- Rather than repeat too much of **Issue A – Work Performance Matters** above, please refer to that list of suggestions and points for guidance.

In addition:

- Recognise that you need to sort out up front whether the person seeking your assistance has been:
 - 1. Accused of displaying unacceptable or difficult behaviour** or **whether** they are
 - 2. Trying to manage someone who has been alleged to have behaved unacceptably**
- Both scenarios require different support solutions (with overlap). Without expanding on both in full be mindful the manager who has been accused of “bullying” or harassment or expressing themselves inappropriately may need debriefing, strategies for dealing with personal stress (akin to EAP support), and will need guidance on how to manage relationships in the workplace – particularly with the staff member(s) alleging the behaviour so they don’t make the situation worse.
- Depending on what the seriousness of the alleged transgression and point of escalation in the policy and procedure guiding the issue management, any number of interventions may be triggered from:
 - “counselling” the staff member who is alleged to have behaved poorly,
 - workplace mediation,
 - internal investigation,
 - health and wellbeing assessment or intervention,
 - performance management,
 - WorkCover claim or OH&S risk mitigation process,
 - being stood down subject to formal investigation etc
- All need to be considered on their situational merit and support strategies / coaching interventions put in place. Be mindful of your role is “invisible” to the organisation but crucial to the manager who is dealing with the issue.
- Clarify the path way of the difficulty a manager is experiencing with an employee, that is, is it performance, behavioural or disciplinary based.

Manager Assist: Training Accreditation Module 4

Part E:

- Team Building Post Restructure and Organisational Change

MANAGER ASSIST

TIPS FOR DIFFERENT ISSUES

ISSUE E: TEAM BUILDING POST RESTRUCTURE & ORGANISTIONAL CHANGE

Following a major restructure or organisational change, team building is usually a focus at some point in the weeks and months following the “event”.

Tips:

- Don't attempt team building too early with a highly emotional or fragmented team – debriefing, containment, support, individual strategies tend to be more helpful early in process.
- Have the manager plan team building with key stakeholders internally eg HR, their line manager, L&D or OD department (if they have one),
- Encourage manager to look at internal / external options for team building activities.
- Have them consider the merit of being a participant in team building activities or facilitating them, or co-facilitating them (the dynamics of all 3 are different and send different messages)
- Does your client manager have the skill to do team building – do they have the interpersonal skill, emotional intelligence, confidence of the group?
 - If not, this may be a key point of focus or support for you as coach.
- Do they have a theoretical concept and frameworks of how to undertake the process?
 - If not, this may be a key point of focus or support for you as coach.
- Remind mindful of your boundaries – where your knowledge sits and what they need. It is okay to have another member of the team assist or prompt you with these technical aspects of team building methodology.
- May be an opportunity for the Develop / Resolve team?
 - Style training and team dynamics usually well received
 - Modules from leadership program
 - Courageous conversation
 - Emotional intelligence
 - Dealing with Change
 - Dealing with conflict and team disharmony
 - High performance teams

Manager Assist: Training Accreditation Module 4

Issue F:

- Professional/ Personal Development and Work/ Life Balance

MANAGER ASSIST

TIPS FOR DIFFERENT ISSUES

ISSUE F: PROFESSIONAL/ PERSONAL DEVELOPMENT & WORK/ LIFE BALANCE

- Explore internal and external professional/ personal development courses (e.g. management coaching/ mentoring, stress management, assertiveness courses, team building, managing work place boundaries).
- Professional development should relate to their performance planning framework in some way
- Have them consult their Learning and Development or Organisational Development team (if they have them).
- Professional development and supervision and support usually guided or sponsored by line manager of client or senior management in general.

For **Worklife Balance** challenges:

- Usually associated with a level of personal “stress” or anxiety – reflecting perceived imbalance
- Frequently client feels “compromised” or conflicted in how they are managing or juggling their life and its competing demands
- Personal counseling may be appropriate (akin to EAP counseling and support)
- Refer to EAP strategies for dealing with stress – 4 pronged approach etc
- Sleep Management
- Exercise – immediate to short term if client stressed – to burn off adrenaline and cortisol – 30 mins plus per day where heart rate is elevated and produces light – moderate sweat eg very brisk walk, gentle jog, vigorous gardening, aerobics, bike riding etc.
- Exercising programs – yoga, gym, meditation, relaxation, spin classes, personal training, walking for medium to long term sustainability
- Also remember factors such as regular annual leave and time away from home.
- Balance of social activities and social supports.
- Circuit breakers at work.
- Healthy eating plan.
- Spirituality
- Quit smoking, and other drugs and alcohol management issues
- Career and / or vocational counseling regarding career stages
- Hobbies, interests other vocational pursuits such as: art, music, pottery, sport, clubs, dancing, volunteers work
- Family life – time with children / close and supportive relatives
- Developing a personal goal plan – feeling like can regain some control
- Medical check up if existing health issues are identified (i.e. heart disease, blood pressure, cholesterol, iron deficiency, Vitamin D deficiency, thyroid issues, chronic physical injury flare ups)

 Use '**Building Resilience**' tip sheet

Manager Assist: Training Accreditation Module 4

- A Pro-Active Way to Achieve Goals and to Solve Problems

A PRO-ACTIVE WAY TO ACHIEVE GOALS AND TO SOLVE PROBLEMS

The questioning process we use in this coaching method follows a particular sequence. We call it the **GROW** sequence and it is derived from the Tao of Coaching by Tommy Lasorda.

Goal

Reality

Options

Way Forward

The questioning process starts by establishing a goal in order to give the client something to aim for. Questions then clarify where the client is now and remind them of what they have done about the issue so far. Questions are then used to help them to come up with different things they could do to move forward. Once the option is selected, questions are used to create a plan of action for that all-important first step. And that's what we focus on in coaching - taking that first step.

This method is used because it avoids many of the shortcomings of other processes. For example, how often have you heard "This is our objective and this is what you will do about it."? It seems sensible but, firstly, it involves only Goal (Objective) and Way Forward, it ignores Reality and Options and, secondly, it is "command and control" management.

And what about: "We have a problem." "What do you think we might do about it?" That is Reality and Options. No Goal and no Way Forward. GROW covers all bases. Following is a comprehensive list of coaching issues and questions. They are the basis for coaching, not a script. As you practise coaching, you will realise that to be effective, you must follow the client's thinking and so your questions should be based on previous answers. Truly effective coaches listen to their client's answers and ask related questions.

ReGROW

Remember too that ReGROW is a popular adaptation of the traditional GROW model. In short this is starting with talking about the **Reality** of the coachee's working situation rather than starting with the goal which may be unclear. Often through discussing the reality, the goal(s) becomes self-evident.

But you need to start somewhere, so here is a list of questions which you will use, modify, add to and, in some cases, discard.

It is your "Starter Kit". Before you can help someone establish a goal, they must have an issue, topic or problem to work on. Therefore, the sequence is preceded by clarifying the issue. **You do not need to use all of these questions. Use only what is necessary.**

ESTABLISHING THE ISSUE ON WHICH TO BE COACHED (3-5 MINUTES)

Please write down the issue you want to work on. It must be real and it must be important to you.

Can you write in one sentence, so that you can easily keep it in mind?

If you wrote down something in negative terms, can you convert it to a positive goal? For example, if you want to do less fire fighting, that is a negative way of saying that you want to be more in control.

If you wrote a fairly neutral description, for example “My issue is time management”, can you rewrite it so that it becomes a goal? For example: “I want to have an extra five hours per week, or I will always focus on priorities”.

You need to decide what you want to achieve in this session – a first step on the road to achieving your ultimate goal.

ESTABLISHING A GOAL (10–15 MINUTES)

Think about your issue and in your mind's eye go forward in time to when the issue is as you want it to be.

What do you see that shows you have solved the problem or achieved the goal?

What are you doing that shows you have achieved your goal?

What are the other people doing that tells you that you have succeeded in this issue?

How do you feel?

When do you want to be in this position – the one that you can see in your mind's eye? You must have a time-scale in mind. Next week? Next month? Next year? It must be realistic.

If you have a big goal and a very long time-scale, you might want to focus on a part of the goal in a shorter time-scale.

How challenging or exciting is achieving this goal? If it is too challenging, break it down into an element that you can achieve within the time-scale you set. If it is not challenging, you will achieve it without trying or you will lose interest – do you need to beef it up a little?

How will you know that you have achieved your goal? Is there a measure that you can use?

Nine times out of ten, 100% of target, 80% of target, very happy to be in the same room as the other person. These are all measures that you can use...

Where do you have control or influence in regard to this goal?

You can only be coached on what you can do, not on what you wish someone else might do. For example, let's say that your goal is to get on with one of your team members so that they will pull their weight. It is no good being coached on what they should do. But it is worthwhile being coached on what you could do to help the situation to improve.

EXPLORING REALITY (10 – 15 MINUTES)

What is happening now that tells you that you have an issue or problem? (Only hitting 50% of target, not keeping to the daily plan beyond 10am etc)

As well as what is happening, what is missing from your reality that you would like to have?

What is happening now that is good, that you want to keep happening to contribute to achieving your goal?

Describe these things in terms of events, actions, behaviours and so on, not in terms of results. Hitting 50% of target now, means that you are halfway there. What are you doing right that enables you to hit 50%?

What have you done so far to improve things?

How did these results compare specifically with what you hoped for?

What obstacles are in your way that prevent or hinder you from moving Forward?

Now think back to your goal for a minute. Is it still relevant? Should you focus on one part of it rather than on the all of it, right now? Should you change any of it?

CONSIDERING YOUR OPTIONS (5 – 7 MINUTES)

Now that you have changed your issue into a goal and clarified what is going on, and not going on, you are able to decide where you want to start to move forward – to set about achieving your goal.

Options, however, are about what you could do and not necessarily about what you will do.

Let your mind run free. Brainstorm. Let silly ideas get reapplied until they help you come up with useful ideas.

It is easier to tame a wild idea than to tickle up a stale one!

Did you know that “post-it notes” started as a pet project of a 3M scientist who just wanted to see if you could invent re-usable glue? That car clamps came from a silly idea of fitting cars with square wheels to stop them from coming into London and blocking the streets?

If you try to think of one good idea, you might fail. If you try to think of ten silly ideas, one of them might spark another thought that gives you a brilliant idea.

Remember that you are looking for a first step, not one idea that will crack the whole case – there are no golden rivets or silver bullets.

What could you do if you did not have to live with the consequences?

What could you do if, no matter what happened, everyone said “Well done for trying”.

If you went to your boss with this problem, what might they suggest?

If you secretly know what you should do first, what would it be?

Now go back over your list and read each thing you wrote down. Check to see if any of them spark another idea you could also do.

Now you must choose one of the options. Choose one that will move you forward just one step. Choose the easiest thing to do, or the cheapest or the quickest, or the one you feel most comfortable doing. But choose one.

If you do the one thing that you have chosen, just check, will it move you forward? If not, choose something else. If it will move you forward, stay with it.

What is the benefit to you of doing this one thing? Make you feel better? Mean you will know something new? Change your opinion on something? Relieve the stress a little? There has to be a benefit.

WAY FORWARD (10 – 15 MINUTES)

Now that you have your idea to move you forward, you must do something with it. This session changes an idea into an action.

By when do you want to have done this one thing that you have chosen?

What will you do? List the actions you must go through to complete this thing that you have chosen.

How long do you think that list will take?

Should anyone else be involved in this list of things you are going to do to complete this thing that you have chosen?

What do you want this person or these people to do?

When will you tell them?

Should anyone else know that you will be doing these things?

When will you tell them?

Should telling them be your first step?

When will you have the notes ready?

Whatever your first step is, can you think of anything that might stop you from doing it?

How likely is it to stop you?

(If not likely – fine; but if very likely, should doing something stop it from stopping you be your first step?)

What will you do to stop it from stopping you?

Earlier you wrote down when you would complete this first step. Is that time scale still valid?

Is there anything else you need to consider before you begin this first step?

You previously wrote down how long you would need to spend on this first step. You have said that when you will have it finished. Now put the two together – when will you actually start? Be specific – day, time, place. Write it in your diary NOW.

NAIL DOWN (3 – 5 MINUTES)

Finally, use a scale of 1 – 10 to answer the last four questions:

Where: 1 = definitely will not or could not be lower
 10 = definitely will or could not be higher

1. How strong is your intention to take the first step?

2. How confident are you in your ability to take this step.

3. How high is your enthusiasm for taking that first step?

4. How strong is your commitment to taking that first step?

Experience tells us that a score of 7 or below on intention and commitment means that it will not get done. If you score 7 or less, what has to happen for you to raise that score? Perhaps that is where your first step should be.

Manager Assist: Training Accreditation Module 4

- Guidelines for Mentor-Mentee Relationship

GUIDELINES FOR MENTOR-MENTEE RELATIONSHIP

Aim

The aim of the mentoring relationships is to facilitate the development of the person being mentored (mentee) both personally and professionally through a structured discussion, reflection and planning.

Roles

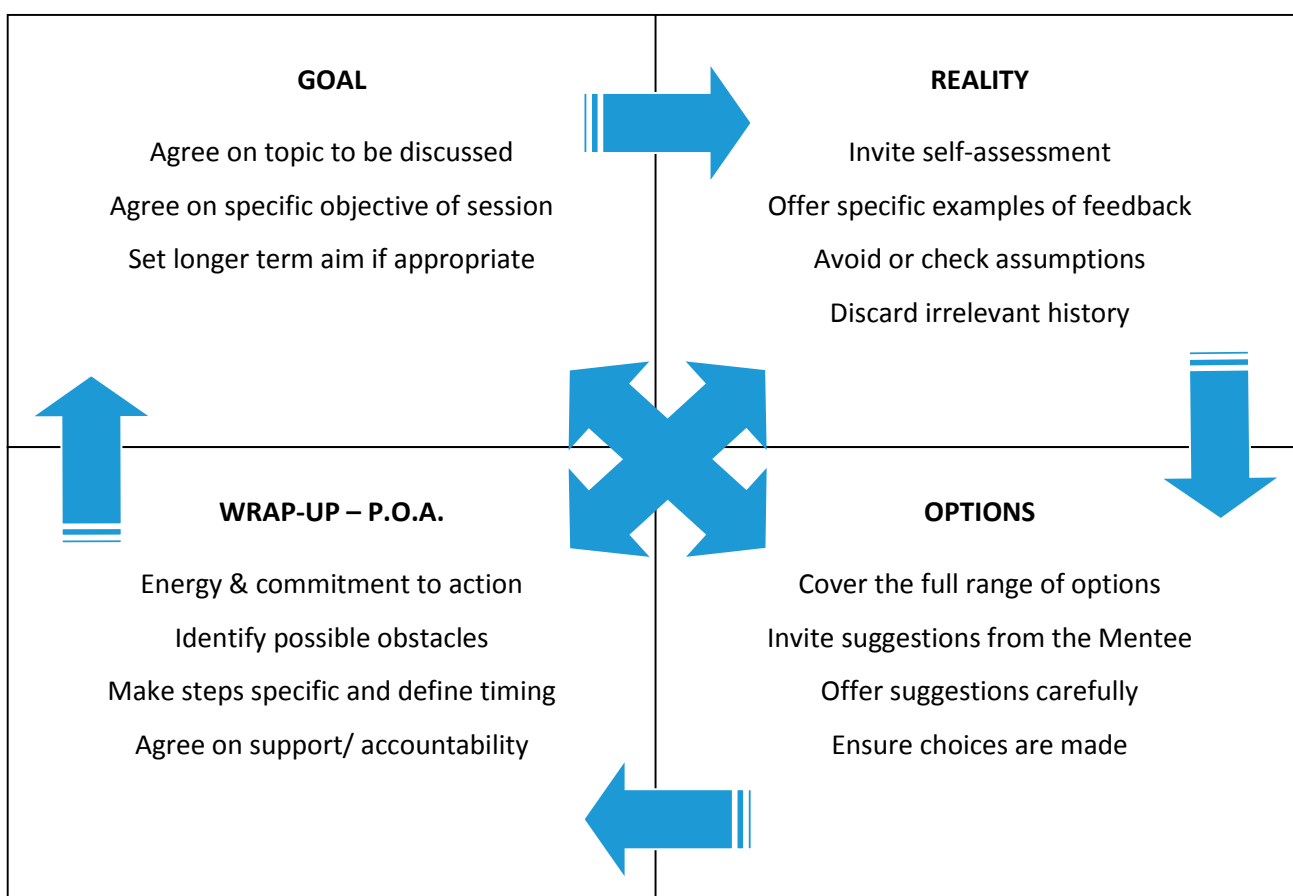
The Mentor's role is to support, help the mentee reflect on the past experiences and plan positive steps for the future. It may also involve some challenging of assumptions held by the Mentee. While there needs to be a strong element of trust, the Mentor's role is not the same as a friend. It is also not to act as a manager. If management related issues are raised they can be entered on the mentee's action plan.

It is the Mentee's role to engage with the Mentor by organising an appointment to discuss issues either as they arise, or at regular intervals. The Mentor's role is to ask key questions designed to help the Mentee sort through issues as they arise.

Suggested Structure

A simple and helpful way to structure a mentoring relationships is using the GROW model, outlined below. The Mentor uses four stages of questions designed to identify and then develop a plan of action to bring resolution to a specific issue.

1. **G**oal – a specific goal to work on in each session.
(SMART Goals are best, Specific, Measurable, Attainable, Realistic, with a Time-frame)
2. **R**eality check – What is the current/ “As Is” situation?
3. **O**ptions – What is/ are the “Could Be” resolutions?
4. **W**rap up – Plan of Action – who, what, when, where, why and how



Goal Related Questions

- What would like to discuss in this session?
- What would you like to achieve from this session?
- What is currently happening that you don't want?
- What do you want instead?

Evaluative Questions

- How important is that to you?
- What is the possible outcome if you don't get that?
- What needs to happen before you decide to do something about this situation?

Reality Related Questions

- What is the current situation? Specific as possible.
- What do you (see, hear, feel) happening?
- How often does this happen?
- What effect does this have?
- Who else is involved?
- What do you think their perspective of the situation is?
- In light of this, how does that affect your original GOAL?

Options Related Questions

- What could you do to change the situation?
- What are the possibilities for action? – don't worry if they are not realistic at this stage.
- What else could you do?
- Great, what's another way? (fire these questions quickly to keep the Mentee thinking on their feet and not bogged down)
- How much time would you need?
- Who would be able to help?
- Which options do you like the most?
- Would you like suggestions from me?
- What do you think I would tell you to do?

Wrap-up Related Questions – Plan of Action

- What specifically are you willing to do?
- What are you most excited about doing?
- When will this be done?
- How are you going to keep track of your steps/ results?
- What might get in the way?
- What support will you need?
- How will you enlist that support?
- What are you going to do between now and our next session?

Building Resilience

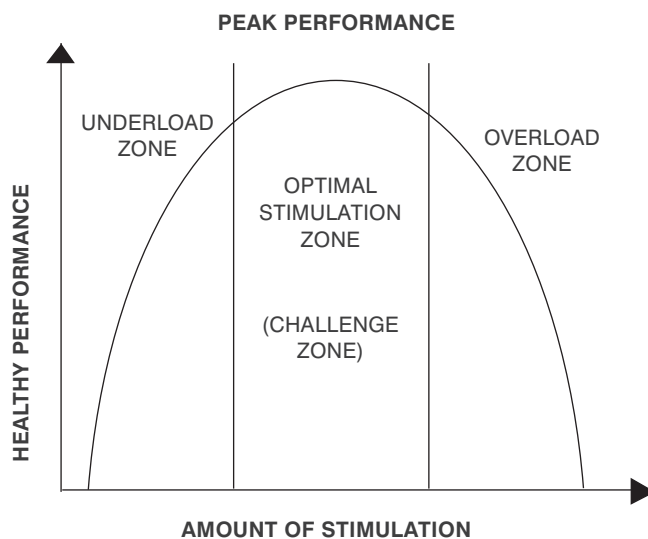
For a Happier and Healthier Life

Step 1: Balance your life

- Think of the activities that make up your life and give you balance.
- Then place them in a “time pie”. Draw one up, you might be surprised.
- Remember this is not a one size fits all. Some people will spend more time in some areas and less elsewhere.
- Ask yourself “Is this the division that I want?”
- Rarely are our needs met by just one role. Invest time and energy in all aspects of your life.
- So, are your segments in the right proportion? Do you have the balance you want?
- If not – do something about it!

Step 2: Recognise and manage your stress

Maintaining Peak Performance



Caution: “Flashing Lights”

1. **Psychological**
(eg, anxiety, depression, paranoia)
2. **Behavioural**
(eg, cranky, withdrawn, memory problems)
3. **Physical**
(eg, tiredness, aches and pains)
4. **Spiritual**
(eg, emptiness, lack of purpose)

Signs of Underload

- Unmotivated
- Irritability
- Tiredness
- Critical attitude
- Unreliability
- Lack of decision making
- Moaning about situation but not changing it
- Reduced output
- Lack of enthusiasm

Signs of Healthy Overload

- Effective problem solving
- Appropriate sense of humour
- Co-operative
- High work standard
- Clear thinking
- Harmonious relationships
- Deadlines met
- Plenty of energy
- Open to feedback
- Feelings of being valued and competent

Converge
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Converge International is your Employee Assistance Program (EAP) provider. To make an appointment or speak to a consultant:

1300 our eap
1300 687 327

Building Resilience

For a Happier and Healthier Life (page 2)

Signs of Overload

- Poor memory/ concentration/ decision-making
- Anxious
- Mood swings
- Poor attendance
- Constantly taking work home
- Tiredness / frantic bursts of energy
- Over self-critical
- Sleep problems
- Frequent criticism,/ gossip
- Poor work quality

3 Pronged Approach to Stress Management

1. Diet:

- Balanced
- Lunch breaks
- Decrease stimulants
- Increase vitamins and minerals
- Beware of comfort eating – know your patterns

2. Exercise:

- Min 20 minutes a day
- Must get heart rate up so have at least light – mod sweat
- Increase endorphins
- Decrease adrenalin and cortisol

3. Quick Stress Busters:

- Gym workout
- Talking it out
- Laughter
- Aromatherapy
- Leisurely bath
- Favourite music
- Relaxation, massage
- Yoga / pilates / stretching
- Breathing Deep
- Schedule a worry stop
- Time with family or friends
- Doing something for others you find gratifying

Step 3: Have a healthy approach to change

Everyone reacts to change differently.

Some enjoy change ... it excites them. Others prefer to stick with the way things are. Whatever your response, be aware of your reactions and work positively towards managing what you can and can't control.

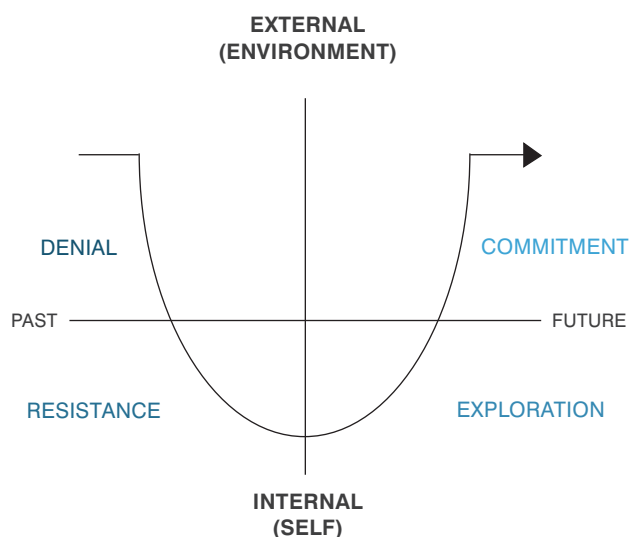
It can take time to adjust to change.

Let people know how you are going and ask them to respect your views as you move towards accepting the new situation.

Your attitude to change really counts!

Remember: "Whether you think you can or you think you can't ... you're probably right."

The Change Grid



Step 4: Know what you can and can't control

- You cannot control other people / You can only control yourself.
- But you can influence other people by changing your responses to them.

Practice the Personal Power Grid to help you invest your energy wisely in the areas that you can control.

The Personal Power Grid		
ACTION	CAN CONTROL	CAN'T CONTROL
Take Action	Mastery Empowered	Ceaseless Striving Frustrated / angry
No Action	Giving Up Frustrated / angry	Letting Go Relieved

Step 5: The most important step is to have a positive attitude

A helpful reminder for achieving balance:

B: Balance work, home, health and fun

A: Accept the differences of others

L: Laughter and love

A: Attitude of positiveness

N: No right or wrong, only differences

C: Control – know what you can and cannot control

E: Exercise for energy

D: Diet

Daily discipline and practice to maintain peak performance



stylemap™

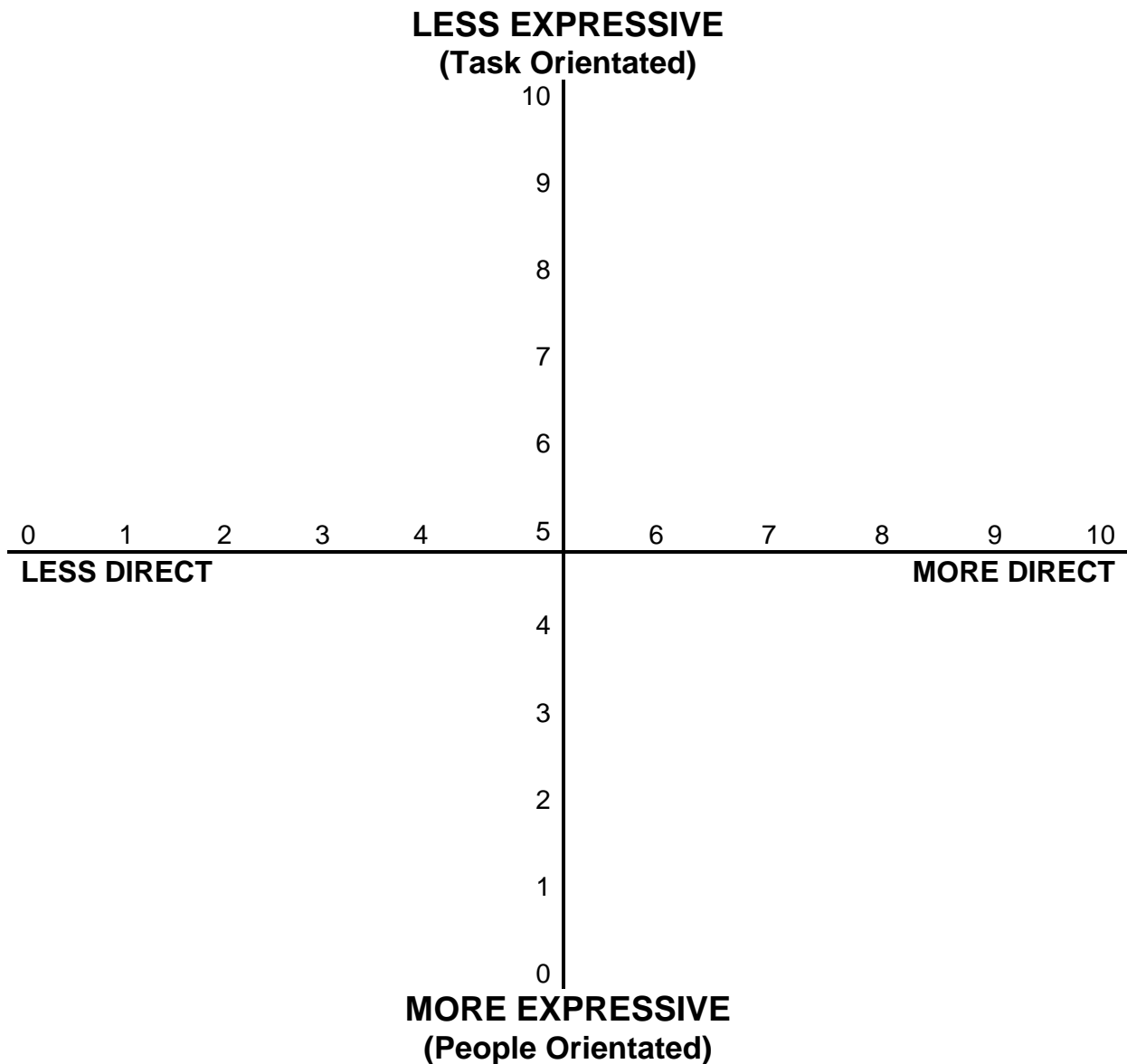
- People have one thing in common: they are all different. This includes their styles when interacting with others, either at work or in their personal life. There are no right or wrong, better or worse styles; just different styles. Have a look at your preferred style.
- **Remember:** stylemap™ is a style grid that focuses on behaviours, not personalities. This is not a personality test. It is also not used to “pigeon-hole” your style. It is aimed to **raise your awareness** of differences in style, and for you to aim to be flexible when dealing with people who are different from you.
- Tick **one word** from each pair outlined below. Answer all choices. If you have difficulty in choosing between some of the pairs ask yourself "If I were forced to choose, I would say that I am ...". Choose the word that applies to you at least 51% of the time.
- When you have finished, add up the **A** column put that score on the **TOTAL** line.

A	YOU		B	YOU
more animated		<i>or</i>	more passive	
more take-charge		<i>or</i>	more go-along	
more assertive		<i>or</i>	more hesitant	
more challenging		<i>or</i>	more accepting	
more action oriented		<i>or</i>	more thoughtful	
more confronting		<i>or</i>	more supporting	
more talkative		<i>or</i>	more quiet	
more bold		<i>or</i>	more retiring	
more intense		<i>or</i>	more relaxed	
more forceful		<i>or</i>	more subtle	
TOTAL				

- Continue to tick one word from each pair and when finished add up the **D** column put that score on the **TOTAL** line.

C	YOU		D	YOU
more flamboyant		<i>or</i>	more proper	
more spontaneous		<i>or</i>	more disciplined	
more responsive		<i>or</i>	more self-controlled	
more impulsive		<i>or</i>	more methodical	
more personable		<i>or</i>	more distant	
more feeling		<i>or</i>	more thinking	
more people-oriented		<i>or</i>	more task-oriented	
more outgoing		<i>or</i>	more reserved	
more dramatic		<i>or</i>	more matter-of-fact	
more overt body language		<i>or</i>	more reserved body language	
			TOTAL	

stylemap™: SCORING



- steadier
- more detailed

←————— PACE —————→

- faster
- big picture

Scoring:

Using your **A** column score circle the score on the horizontal line. Using your **D** column score circle the score on the vertical line. Now draw straight lines to intersect the scores and place a cross where they intersect. You now have your dominant style preference.

Validating your preferred style on the stylemap:

Your score now needs to be validated by reading the following descriptions of style types so that you can further refine your style choice. Talking to those that know you will also assist in validating your score.

STYLES AT A GLANCE: STRENGTHS

ANALYSER

Comfort zone: planning

- quality focused
- well-organised
- systematic
- logical
- factual
- reserved
- conservative
- accurate
- structured
- thorough
- industrious
- analytical
- tenacious

DIRECTOR

Comfort zone: leading

- goal focused
- decisive
- independent
- efficient
- forthright
- achieving
- results orientated
- assertive
- courageous
- confident
- practical
- determined
- competitive

RELATER

Comfort zone: team building

- relationship focused
- cooperative
- friendly
- supportive
- patient
- relaxed
- good listener
- non-confrontational
- sensitive
- agreeable
- diplomatic
- helpful
- generous

INFLUENCER

Comfort zone: risk-taking

- idea focused
- outgoing
- enthusiastic
- persuasive
- creative
- humorous
- lively
- innovative
- adaptable
- broadminded
- visionary
- spontaneous
- adventurous

STYLES AT A GLANCE: TALENTS

ANALYSER

- doing things right
- achieving quality
- persuading logically
- clarifying exact facts
- planning in detail
- analysing carefully
- exceeding expectations
- checking for errors
- organizing everything
- classifying data
- following procedures
- accepting responsibility
- making comparisons
- maintaining accuracy
- measuring precisely
- heading off problems
- doing repetitive tasks
- keeping records
- showing up on time

DIRECTOR

- getting results
- making quick decisions
- negotiating terms
- determining action
- simplifying procedures
- setting goals
- getting tasks done fast
- taking charge
- assessing quickly
- competing to win
- initiating tasks
- speeding up procedures
- prioritizing importance
- moving fast
- achieving success
- asserting authority
- telling it like it is
- meeting challenges
- working hard

RELATER

- building the best teams
- acting as a liaison person
- being loyal
- uniting diverse groups
- empowering others
- using diplomacy
- calming people
- encouraging goodwill
- listening to all sides
- mediating conflict
- putting people at ease
- creating harmonious work environment
- working cooperatively
- facilitating processes
- teaching and mentoring
- volunteering to help
- consistent and predictable
- advising
- forgiving faults

INFLUENCER

- seeing possibilities
- taking risks
- solving problems
- having flexibility
- visualising long-range
- inspiring motivation
- entertaining people
- showing initiative
- motivating people
- expanding limits
- anticipating the future
- adapting to change
- designing creativity
- juggling various jobs
- brainstorming ideas
- participating in groups
- improvising on the spot
- views the world optimistically
- inventing new methods

STYLES AT A GLANCE

TYPE	INFLUENCER	DIRECTOR	ANALYSER	RELATER
MOTTO	to expand all options	to get the job done fast	to do it right the first time	to build the best teams
KEY VALUE	creativity	achievement	quality	compassion
COMFORT ZONE	risk-taking	leading	planning	team-building
NEEDS	to be recognised	to be in control	to be correct	to be liked
TYPICAL BEHAVIOUR	creative, charismatic, lively persuasive, outgoing, humorous, visionary, flexible, spontaneous, innovative, adventurous, enthusiastic, idea-centered	decisive, courageous, results-orientated, confident, efficient, competitive, take charge, independent, deliberate, achieving, assertive, intense, determined, goal-centered	systematic, accurate, factual, industrious, logical, reserved, perfectionist, conservative, focused, analytical, organised, logical, tenacious, steady, quality-centered	agreeable, relaxed, personable, friendly, helpful, diplomatic, patient, sensitive, good listener, cooperative, non-confrontational, supportive, patient, process-centered
STIMULATED BY	freedom	competition	accuracy	helping
FRUSTRATED BY	rules	indecision	errors	conflict
COMMUNICATION STYLES	direct and elaborate	direct and to the point	indirect and detailed	indirect and considerate
GREATEST STRENGTH	innovative creativity	making quick decisions	quality planning	cooperation
BASIC WEAKNESS	disorganisation	impatience	tunnel vision	non-assertive
LEADERSHIP STYLE	free-rein	authoritarian	tight-rein	democratic
PROBLEM SOLVING TACTIC	talk about it	decide about it	think about it	meet and discuss with others about it
PACE	fast and flexible	fast and determined	steady and cautious	steady and laid-backed
MAIN WORK COMPETENCY	juggling many tasks	determining action	quality planning	cohesive teambuilding
AT WORK	prefers freedom and flexibility	prefers doing things fast	prefers to double and triple check their work	prefers not to be rushed
AT HOME	open-door policy for all	takes responsibility to head up the household	provide sense of order and consistency	nurturing care-takers

TYPE	INFLUENCER	DIRECTOR	ANALYSER	RELATER
SOCIAL ENVIRONMENT	life of the party	aura of importance	sits back and observes others	enjoys being in familiar groups of people
CAUSES OF STRESS	rejection, stagnation and detailed work	challenges to their authority, sloppy results	criticisms of work and ideas, imperfection	disharmony, and unplanned challenges
UNDER PRESSURE (may do the following)	impulsive, rebellious, lacks follow through, inaccurate, chaotic distracting, hard to pin down, unfocused, outrageous,	intimidating, rude, demanding, intolerant, tactless, arrogant, explosive, aggressive, argumentative	stubborn, inflexible, critical, unyielding, change resistant, pessimistic, reclusive, perfectionist, tunnel-visioned	indecisive, clingy intimidated, submits, withdrawn, complainer, accommodating, non-assertive,
EXTREME PRESSURE	attacks then concedes	autocratic then avoids	avoids then autocratic	concedes then attacks
HOW TO DEAL WITH THEM	use flexibility, be enthusiastic, let them do the talking, use demonstrations	support their goals, get to the point, be business-like, be task-oriented	go step-by-step; use facts, logic and structure; tie new ideas to old ones	be casual and sincere, listen, slow down, set goals, emphasise self-development
PRAISE	lots of it publicly, enthusiastically	direct and to the point, brief and only when necessary	detail what did well, do not embarrass and not publicly	subtly, do not embarrass, show appreciation for their efforts
CLUES TO GAINING SUPPORT	increase your pace; be energetic; support your ideas with the opinions of people they respect; say what you think; allow some socializing time; talk about experiences, people, opinions and facts; ask about their "gut" feel; maintain balance between fun and reaching objectives	get to the point in a clear and succinct, fast paced manner; be specific; don't over-explain or repeat yourself; reduce small talk; be organised and well prepared; focus on results to be achieved; be punctual and stick to guidelines; look confident and back their goals;	be more formal in your speech and manners; speak in a moderate tone and steady paced manner; present the pros and cons of an idea along with options; follow up in writing; be punctual; present information in an organised, planned and comprehensive manner	speak in a moderate pace with a softer voice and moderate tones; listen to their opinions and ideas without countering their ideas with logical argument; allow time for them to make decisions; encourage them to express their concerns without getting upset with them; aim for mutual agreement on work goals and completion dates

- TIPS:**
- Notice the difference in the style you are dealing with. Match this subtly.
 - Ask them how they like being managed/interacted with.
 - Let them know how you prefer to be managed/interacted with.

“DANGER TRAITS”: WHEN STRENGTHS ARE OVERUSED

When our strengths are overused they can become “danger traits”. Strengths can therefore be experienced as negative behaviours by those that we are interacting with.

We may over use our strengths for many reasons such as being over tired, excited, bored or becoming stressed. We need to be aware of recognizing our “danger traits” or being open to feedback if others point it out. Just recognizing what is happening to you can sometimes temper your over-use of your strengths. At other times talking about it or practicing some relaxation techniques can assist.

Below are some examples of how an overused strength may turn into a “danger trait”. This is followed by a “Styles at a Glance: Danger Traits” checklist to further raise your awareness of your style.

Director Strengths Become Weaknesses When Overused		
<i>Strengths</i>		<i>Overused</i>
Independent	➔	Poor collaborator
Results-oriented	➔	“Bulldoze” people
Forthright	➔	Abrasive
Practical	➔	Short-sighted

Analyser Strengths Become Weaknesses When Overused		
<i>Strengths</i>		<i>Overused</i>
Prudent	➔	Indecisive
Painstaking	➔	Nitpicky
Task-oriented	➔	Impersonal
Systematic	➔	Bureaucratic

Relater Strengths Become Weaknesses When Overused		
<i>Strengths</i>		<i>Overused</i>
Diplomat	➔	Conflict avoider
Dependable	➔	Dependent
Supportive	➔	Permissive
People-oriented	➔	Inattentive to task

Influencer Strengths Become Weaknesses When Overused		
<i>Strengths</i>		<i>Overused</i>
Articulate	➔	Poor listener
Fast-paced	➔	Impatient
Visionary	➔	Impractical
Fun-loving	➔	Distracting

TIPS FOR GETTING ON WITH THE OTHER STYLES

By observing and understanding the style of the other person you are interacting with you may be able to adapt your own behaviour to meet the demands of a situation and enhance rapport.

Analyser	Director
<ul style="list-style-type: none"> • Be more formal in your speech and manners • Do not speak in a loud or fast paced voice • Present the pros and cons of an idea along with options • Follow up in writing • Be on time • Present information in an organised, planned and comprehensive manner • Risk taking options are not always welcomed 	<ul style="list-style-type: none"> • Get to the point quickly in a clear and succinct manner • Speak in a fast pace • Be specific and don't over-explain or repeat yourself • Like direct eye contact • Reduce small talk • Be organised and well prepared • Focus on results to be achieved • Be punctual and stick to guidelines
Relater	Influencer
<ul style="list-style-type: none"> • Prefers less intense eye contact • Speak in a moderate pace with a softer voice and moderate tone • Seek their opinions and ideas then listen • Try not to counter their ideas with logical argument • Allow time, and thus reduce pressure, for them to make decisions • Encourage them to express their concerns without you getting upset with them • Aim for mutual agreement on work goals and completion dates 	<ul style="list-style-type: none"> • Make direct eye contact • Present in an energetic and fast paced manner • Support your ideas with the opinions of people whom they respect • Confirm any agreements made; follow up with a brief "to do" list so they remember what they agreed to do • Allow some socializing time in a meeting • Talk about experiences, people, opinions and facts • Ask about their "gut" feel • Maintain balance between fun and reaching objectives