

**Q. I read how passionate employees are more enthusiastic and work tirelessly in the pursuit of their goals. Is there a way to help employees become passionate about the work they are doing, and can the EAP play a role in assisting me to make it happen?**



A. You can help employees be more passionate about their work by increasing their understanding of the big “why, what, and how”. These are: Why am I doing this job? What’s its importance? How do my tasks contribute to the big picture? Additional steps to build enthusiasm are:

- Focus on how each employee’s work directly fits within the big picture of a company’s goals. This ensures employees understand how work flows throughout the organization and how their contribution impacts departments and the final product.
- Involve employees in decision-making. Even if they are not making the decisions, hearing their ideas is very empowering.
- Let your employees participate in key meetings. It is important for employees feel like they are truly a part of the progress and success of a company. Hear their ideas and ask for their input.
- Celebrate employees’ milestones and emphasize the importance of their contributions.

EAP can help you to brainstorm their organizational knowledge, and help you find new ways to inspire your employees.

**Q. Can you offer a few ways I can increase morale that without spending money?**

A. Employee morale comes from many factors working together in harmony. A manager’s role is key to raising moral and keeping it up. Questions you can ask yourself are: Are you approachable and supportive? Do you lead by example? These two examples are ultimately important for the moral of your employees.

Tips:

- Praise employees “behind their backs,” not just in front of them. There’s nothing like hearing from a third party how highly management thinks of you.
- Comment on what employees are doing correctly and doing it well. Don’t wait for problems to arise than discuss the good and the not so good.
- Regularly and positively acknowledge and celebrate successes.

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- Seek input from the quieter, more reserved employees to see if they can provide valuable insights for the project or task you're working on. Recognition and validation of their ideas can significantly improve their morale and job satisfaction.
- If permissible and appropriate, give a hardworking employee a couple of hours off and allow them to leave early. Another idea is to treat employees to lunch or provide another treat.

Check out this book for more ideas: [1501 Ways to Reward Employees:Amazon.com](https://www.amazon.com/1501-Ways-to-Reward-Employees/dp/1601631000).

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**Q. As the new supervisor of a work unit, I'm concerned about gaining acceptance. I understand that people will scrutinize me for a while. Are there specific actions that damage a manager's credibility? Can the EAP guide me with advice?**

A. New managers are often anxious for approval and being recognized as admired leaders they may forget that having happy, productive employees is key to your goal.

Consider how the following behaviors can damage newly forming relationships, making them difficult to be successful.

- Micromanaging – managing with excessive control may hinder an employee's success and confidence in themselves.
- Staying hidden behind closed doors – It is important to be available and have an open door policy for a trusting relationship with your employees.
- Building personal relationships with one or two workers while ignoring the rest of the group -It is important to be non-discriminatory and include everyone in your work relationships.
- Failing to communicate transparently – By not being transparent in your communication you.
- Leave employees out of the “loop” and risk misunderstandings.
- Showing favoritism when delegating assignments - While it is important to assign tasks to those who will best perform the duty, it is equally important to include others to give them a change to improve their performance and grow in their role.
- Ignoring team input – By isolating team members and not listening to their input you risk losing valuable ideas and demoralize employees.

Seek support from the EAP to reduce worry and anxiety in a new supervisory position. You will be less likely to engage in these missteps and achieve acceptance and respect.