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**Q. Everyone seems to know that money is not the best long-term motivator of employee productivity in the workplace. What is?**

A. It is usually the case that factors reinforce each other or compound their influence to motivate workers. In other words, no single motivational factor alone is likely to work in isolation very long. Research consistently points to having a good manager, feeling like one is making a difference, doing something good for others, and personal growth opportunities as strong influencers, but the factor that is consistently highest is peer motivation or influence. Having a positive workplace with opportunities that incorporate peer influence in shaping motivation can yield good results in maximizing performance. But be cautious; allowing this motivational factor to become part of your work culture without considering all the other important factors that influence motivation will yield poor returns.

**Q. My employee is late to work quite often, but I am helping him with ideas and suggestions, hoping to put an end to this practice. I know that lateness can be caused by personal problems, so how long should I offer this help before making a referral to the EAP?**

A. Make a referral to the EAP now. Presumably you had urged your employee to come to work on time before you started offering tips. So, it is time for your employee to use the available resources. You can still offer tips for getting to work on time, and there is nothing wrong with doing so. However, recommending the EAP now and then making a formal referral later if needed is the fastest route to resolving this problem. Chronic attendance problems are often associated with lack of enthusiasm, not severe personal problems. And it is the EAP that can most quickly identify either of these issues.

**Q. I am a new supervisor for the first time ever. I am not well-versed in the subject of "supervisory skills." Can you recommend important tips I should follow? I do not have time to read a bunch of books.**

A. Here are a few tips to get you started, but they are not a substitute for more education. Be sure you know what your job entails and the performance expectations your manager and her/his manager have for you. Ask for a week to shadow a seasoned supervisor who is in good standing with your organization. This will allow you to model priorities, communication, and leadership style. Think about who can mentor you later when the going gets tough. Take time now to read company policies, the handbook, and the performance review system so later

you are not caught off guard by violations, either employees' or your own. Use the Employee Assistance Program when conflicts arise and you need a listening ear or input. Your relationship with the EAP will also be confidential, like it is for any employee. Know who and where the experts in your organization are located, and create an easily accessible list of these individuals.

**Q. Can the EAP work with an employee who is having trouble as a proper “work culture fit” in our organization? Although hired with great expectations, things aren’t working out so well. We believe this employee will eventually leave because of not being in tune with our workplace values and style of work.**

A. Employers are often concerned about work culture fit in hiring. There is a good rationale for desiring employees whose temperament complements that of the organization. However, when cultural fit does not appear after hire, working with the EAP may help discover whether issues of concern are symptoms of treatable conditions resolvable with counseling or coaching. Culture fit in many organizations is not well defined, and it can be a reason for loss of valuable talent. Many job interviews help identify employees who are adaptable, articulate, and able to persevere or show high energy, confidence, and passion for the products or services offered by the organization. If evidence of these attributes diminishes later, could an underlying problem exist that the EAP can help resolve? An assessment is the way to find out. Turnover is costly and disruptive, so it is a smart move to discuss your employee’s performance issues and hope for an equitable solution that prevents loss of the worker.

**Q. Why is it important for supervisors to understand “psychological safety” in the workplace? Is this just a passing fad? Isn’t it a new burden for supervisors and a way of taking too much care of employees when it comes to their happiness and well-being?**

A. A psychologically safe workplace is another way to describe a work climate that encourages employees to be vulnerable and authentic, present their talents and abilities, and do so without fear of disapproval from managers or peers. There is a business case for psychological safety in the workplace as a tool that produces a positive influence on the bottom line. From a supervisory perspective, one key practice in promoting a psychologically safe workplace is to continually notice what appears to inhibit employees from sharing their ideas, notions, and concepts for improvement and change regarding products, services, and systems. This could be almost any tangible or intangible obstacle, from physical barriers in an office to employee meetings and coworker behaviors that discourage creative expression. It can also be your own lack of modeling risk-taking behaviors or failure to make psychological safety a tradition in your work unit that is continually reinforced by what you say and do.

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Quality Employee Assistance Programs.

## Balanced Living – June 2019

### In this issue:

Using Your Mind to Heal Your Body..... **Error! Bookmark not defined.**

Understanding Alzheimer's Disease ..... 3

Factors to Consider When Setting Your Investment Goals..... 4

### Using Your Mind to Heal Your Body



When you're ill or in pain, taking time to look at your habits, diet and attitude may provide insight into what ails you.

"Clearly, the more active you become on your own behalf, the more likely you'll do well," says James S. Gordon, M.D., director of the Center for Mind-Body Medicine in Washington, D.C., and author of "Manifesto for a New Medicine." "Thinking about your illness, what may have caused it and what you can do to speed your recovery, may minimize your need for drugs and surgery because doing so maximizes your capacity for helping yourself."

The following tips may help you move faster from diagnosis to recovery by using your mind to get more involved in your care.

## Strive for self-awareness

Heredity and infections cause many illnesses. But some conditions are part psychological, part behavioral, and people often play more of a role in causing health problems than they realize.

Asking yourself questions can help you get at the root of a health problem and on the road to recovery. Start with: How did this condition come about? Is there something going on in my life that could be causing it?

If you suffer from chronic neck pain, for instance, there may be a connection between your pain and the way you sit hunched over your desk all day.

## Look at your diet

Take a close look at your diet and eating habits as the next step in the process. An unhealthful diet can cause many health problems, including diabetes, chronic heartburn, heart disease and general malaise.

"Many people eat too much and are overweight as a result," Dr. Gordon says. "And, there's increasing evidence that obesity predisposes you to a variety of illnesses and that maintaining a healthful weight can contribute to longevity."

There are also some common foods many people are sensitive to, such as coffee, milk and red meat, as well as food additives and preservatives.

"Depending on your symptoms, you might consider eliminating these foods for a while to see if your symptoms diminish," Dr. Gordon says. "As a general rule, I suggest people who want to eat more healthfully include large quantities of fiber-rich raw fruits and vegetables in their diets, as well as a morning helping of wheat and oat bran."

## Focus on the possible

If you're diagnosed with an illness, take steps to learn about it, including the range of symptoms and outcomes.

"The dominant mode in traditional medicine is to focus on the disease and all the terrible things that might happen," Dr. Gordon says. "If you're diagnosed with multiple sclerosis, for example, you would be told it's degenerative and that, in most people, the disability worsens and becomes permanent.

By accepting this prediction, the disease and your fears about it can take over your life."

As an alternative, stay focused on the best possible prognosis instead of the worst-case scenario.

You may also want to investigate alternative treatments. "If you do some research, you may find a treatment that will at least be a complement to your conventional therapy," Dr. Gordon says.

## Understanding Alzheimer's Disease

Alzheimer's is a disease that causes changes in areas of the brain that control memory and reasoning. Why the disease develops is not yet fully understood. At present, it has no cure. But proper care can help most people with Alzheimer's live a comfortable life for many years.

### How the Brain Works

The brain controls all the workings of the body and mind. Different areas of the brain control different functions. Certain areas control physical tasks such as walking. Other areas control language skills. Still others control mental tasks such as remembering, concentrating, and decision-making.

### Changes in the Brain

In people with Alzheimer's, microscopic structures, called **plaques** and **tangles**, start to form. Brain cells then begin to die. The areas of the brain affected by these changes are the ones that control mental functions such as memory. Other functions, such as movement, are generally not affected until very late in the illness. That's why people with Alzheimer's disease look normal, but cannot form new memories no matter how hard they try.

### Who Gets Alzheimer's?

Alzheimer's disease tends to affect people over 65. The older you are, the more likely you are to develop the disease. But people as young as 40 can be affected. All types of people get Alzheimer's. No profession, education level, or race is immune. In some cases, Alzheimer's runs in the family. In other cases, no other family members are affected.

### The Effects of Alzheimer's Disease

Symptoms of the disease appear slowly. The average length of time from the first through the last stage is about 9 years. This time can vary widely.

- **In the early stage**, the person seems confused and forgetful. Recent events and conversations are often forgotten. The person may lose important items. However, the distant past may be remembered clearly.
- **In the middle stage**, more help is needed with daily tasks. The person may not know family members, may get lost in familiar places, and may forget how to do simple tasks. He or she may be restless, moody, and unpredictable.
- **In the late stage**, memory, judgment, and reason may be lost completely. Help with every aspect of daily life is generally needed.

### Treating Alzheimer's Disease

The goals of treatment are to manage symptoms and keep your loved one comfortable.

- **Medications** may improve symptoms in some cases. The doctor can determine which medications may help your loved one.
- **A management plan** that includes care and supervision is essential.
  
- **Regular doctor visits** help keep track of your loved one's condition.

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## Factors to Consider When Setting Your Investment Goals

There are many factors to consider before setting your investment goals. First, you will need to evaluate your current financial status. To get the best estimate of your status, you can calculate your net worth - that is, your total assets minus your total liabilities. Assets include items such as cash in the bank or credit union, investments, and possessions such as your car and household furnishings. Liabilities are any debts that you owe, such as credit card debts, auto loans, and mortgages.

First, you will need to evaluate your current financial status.

You will also need to identify anything that limits your ability to invest. Limitations can be anything from outstanding debts to a shortage of available cash.

Every type of investment has some risk. However, investors are rewarded for taking market risk. You will need to think hard about your risk tolerance. If you have a high tolerance for risk, you may be able to take more market risk to get higher returns.

How much time do you have to meet your investment goals? This is called your time horizon. The longer you have to invest to achieve a goal, the more likely you are to achieve it. Identify the amount of time you can keep your money invested without withdrawing it. The volatility of an investment is lower over a long period than a short one. A longer time horizon also allows greater results from compounding returns.

Lastly, you need to know how much money you can afford to invest. Can you cut back a little on your spending each month? What is the minimum amount of money you need to live on? Remember, the more you save now, the more you will have later.

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