

CONNECTIONS INC

Employee & Family Solutions | Employee Assistance Programs

Vol. 20 #1

A Message from Matt

Engagement

Want to improve your team's morale? Patrick Lencioni believes employees only need 3 things from their managers to love their work.

1. They need to be known by their Manager.

Take the time to get to know your employees.

2. They need to know their job matters to someone in some way.

Help employees understand why their jobs make a difference in someone's life.

3. They need to know whether they are doing their job well.

Help employees identify reliable ways to assess their own contributions.



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*If you don't know
where you're headed,
any road will do!*
-Alice in Wonderland



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ADAPTING TO DIVERSE CULTURES – CHALLENGE & OPPORTUNITY!

To the workplace and the EAP, cultural differences present challenges. Additionally *identifying and developing culturally diverse talent* can be an opportunity! Morale and productivity gains incubated in diverse cultures can be a key resource. Workplaces can tap into specific culturally nuanced motivations and perceptions. This presents an opportunity to raise employee engagement.

The often-untapped resource is the multicultural employee who keeps one foot in each culture. With **conscious effort** this unique perspective can help organizations operate across cultures and amplify the complex thinking skills of their teams. Researchers identify several areas in which multicultural employees tend to excel:



- The language skills, helping with translation inside or outside the workplace are vital!
- Multicultural individuals understand values, norms, and appropriate behavior for more than one culture. Cross cultural adaptation is natural. *(a Chinese/Canadian employee is likely to be more capable of switching between communicating directly (Canadian) and speaking in a more roundabout fashion (Chinese).)*
- These flexibilities are particularly useful for global virtual teams.
- Individuals belonging to multiple cultural groups naturally have more diverse social networks. They tend to see fellow group members from two different cultures favorably rather than with fear and apprehension *(an IT team was helped to overcome serious project threatening challenges. Individuals in the U.S., Germany, and India, all had to work together. When delicate communication was necessary, team members turned first to their multicultural colleagues - natural informal connectors.)*
- Multicultural persons commonly apply more than one cultural frame at the same time. The potential to analyze international issues at a deeper level than mono-cultural folk is invaluable.

The researchers caution us to be wary of overuse; when these expectations are added on top of employees' usual work, feeling overburdened is possible. Listening and attending to morale and fairness issues are critical.

EAPA Journal Q1, 2019. *Stacey R. Fitzsimmons*, Peter B. Gustavson School of Business, University of Victoria, Canada. *Echo Yuan Liao*, IESE Business School, Barcelona, Spain. *David C. Thomas*, Peter B. Gustavson School of Business, University of Victoria, Canada.

Connections Inc. Employee Assistance Program's mission is to provide holistic assistance products and services that support optimum productivity, team work and healthy community in the workplace.

Connections Inc. Employee Assistance Program mission statement since 1988

NOTEWORTHY:

VAPING nicotine products is extremely addictive — the third-most addictive substance after heroin and cocaine. Vaping is “engineered to easily deliver more nicotine to the brain, faster, with less harshness...” At risk? Young people! “Given that brain development continues until the age of about 25, youth are significantly more likely to become addicted.” Nicotine is far more addictive than THC, but the same principle applies to weed-based vaping products. The more you use it, the more you crave it.



Bonnie Halpern-Felsher, Pediatric Research Physician. Stanford University.

CLINICAL DEPRESSION at work can result in the recommended reasonable accommodation of flexible hours. Recent research shows that to be most helpful flexible hours require basic structure:

- A window of “core hours” or “core days” requiring all team members be at work. People dealing with depression find it difficult to create structure. Facilitating this schedule in a sensitive and responsive manner is helpful.
- Don’t tolerate withdrawal by employees with depression. Watch for avoidance on the part of your employee. Withdrawal only exacerbates the sense of isolation that depressed employees already feel.



Harvard Business Review. Jan. 15, 2020 Kristen Bell DeTienne, Jill M. Hooley, Cristian Larrocha & Annsheri Reay

Maynard's Corner

A standout feature of Connections Inc. EAP is **high visibility**. Connections Inc. promotes a healthy and productive work environment through many avenues.

We will provide you with flyers, wallet cards, newsletters and posters promoting our comprehensive services. There is no additional charge for these

promotional materials. These materials were made available at the time our program was started. However, that may have been some time ago. Please let us know if you need additional materials.

The more your team is aware of the services available, the more successful your team will be.



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NEXT ISSUE: Financial Stress and its Impact on the Workplace

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