

Q. How do I motivate an employee to give more at work? They have been with us 17 years. I believe they have gotten used to their satisfactory level of performance. I believe this level is below this person's true potential. It is possible the discussion may trigger a lot of resistance to change.

A. Motivating an employee to demonstrate more motivation and initiative can be a delicate task. It is one of the primary roles for any supervisor, so knowing what works may take some trial and error.



1. Start with a candid conversation. Discuss in a positive way their current performance level and shift the conversation to what you see as their greater potential. Dive into this topic letting them talk.
2. Ask what their aspirations and goals are. Most everyone has ambitions despite their non-action. Draw out their goals.
3. State your expectations in a positive way and what you believe success for them looks like.
4. Point out opportunities for growth and advancement.
5. Get a written agreement with a few changes to begin with.
6. Offer feedback frequently, recognize improvements, and offer training and new learning experiences to complement development of new skills and knowledge.

Check out this site for more ideas: [How to motivate your employees.](#)

Q. As a supervisor, I'm reluctant to utilize the EAP for a supervisory consultation. I am concerned that it could be perceived as a negative reflection on my skills and abilities. I am reassured from upper management that it will not have a negative impact on me. How can I feel more comfortable with accessing this service?

A. It is not unusual to feel reluctant to use the EAP for supervisory consultation. EAP serves to increase your skills in situations you may not have encountered before. This is a good learning tool. The consultative assistance you will receive may be the key to resolving a serious issue with a high-risk employee someday. EAP consultations are confidential and can be conducted over the phone. You can perceive seeking EAP assistance as a proactive step for personal and professional growth. Taking this step demonstrates a commitment to enhancing your capabilities as a supervisor. The company culture and values are in line with helping employees and preserving human resources, as demonstrated by their investment in an EAP. This is a valuable resource for you as a supervisor.

UR Medicine EAP
315 Science Pkwy
Entrance C
Rochester, NY 14620

(585) 276-9110
1-888-764-3456

Email:
EAP@urmc.rochester.edu

Website:
urmc.rochester.edu/EAP

Q. I've noticed over the years that employees who are more likeable as people tend to get more positive performance evaluations. I think many supervisors are not aware of their potential lack of objectivity in evaluating the performance of people they personally like. Why does this happen?

A. This is called the "halo effect." This is a natural bias that occurs when a positive impression of a person leads to an overall positive perception of that person. An employee who fits the above description may get a better performance evaluation than they deserve because the halo effect" influences how the supervisor perceives and evaluates the employee.

The risk of being unaware of this dynamic is the supervisor may be accused of playing favorites, not giving enough feedback, or overlooking errors on an individual that has this "halo effect". This can create an impression that performance and pay raises appear discriminatory.

The solution is to develop and use objective criteria for evaluations. Conduct evaluation for all employees at regular and frequent intervals. Stick to the objective criteria to avoid a biased evaluation.

For more discussion on this refer to: [The Halo Effect Psychology Today](#)