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Tina holds an Associate of Applied Science degree in Human Resource Management from M State, a Bachelor of Arts in Business from Concordia College, Moorhead, with a minor in Psychology and has also completed coursework towards a Masters in Human Resource Development through Villanova University. Tina has earned her certification as a Senior Certified Professional through the Society for Human Resources Management and as a Tribal Human Resource Professional through the Falmouth Institute. In her spare time, Tina enjoys volunteering in the community and for charitable organizations, particularly those which support women and children.



EQUIP YOURSELF WITH THE TOOLS TO LEAD

By Tina DeLaCruz | The Village Business Institute

Many people have toolkits at home. I am not much of a DIY-type, so I have just enough tools to get by for minor projects or repairs – a hammer, screwdrivers, pliers, wrenches, a level, etc. My brother has been in the construction industry his whole adult life, so his toolkit is much more robust, and he's taught me a few pointers about construction, like spotting problem areas and when to call in reinforcements. I think most everyone would agree: **No matter your background, in order to do your best work, you need the proper tools.**

As an EAP client, there are many tools available to supervisors and team leaders. These are designed to help you navigate through challenges. Whether you have a question about a situation you've never dealt with before, or you are dealing with a crisis, we have resources available to help

successfully guide you through difficulties.

As a supervisor or manager, you may come across challenging questions or situations you have never encountered. The **Supervisor Helpline** is the best tool in your EAP toolkit to assist you during those times, and it is one of the easiest to access. The Village EAP Supervisor Helpline is available to client companies and is staffed by trained professionals for consultation on a variety of workplace and Human Resource issues. By simply calling 1-800-627-8220 and asking for the Supervisor Helpline, you can discuss the situation, ask questions, brainstorm, and develop possible solutions.

Often the questions you ask the Supervisor Helpline may lead to another resource tool – the **Formal Supervisor Referral**. Formal Supervisor Referrals for employee performance issues are designed to assist

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with your performance management process and to help the employee achieve a successful outcome for performance improvement. The Drug-Free Workplace Formal Referrals are used for employees who have failed a random drug screen, or for supervisors who have cause under their Reasonable Suspicion policies to refer the employee for chemical dependency evaluations. Regardless of the reason for the referral, this tool can be used to guide both supervisors and employees through a tough situation with the end goal of achieving a successful outcome for both.

There are times when situations change from stressful to crisis. A crisis could be an accident on a job site or the loss of a coworker from a serious illness. It can be tough to know what to do or where to go when you and your team are in distress or grieving. Your Village EAP has **Crisis Management Services** available to help comfort your team when a traumatic event has occurred. When you are facing a crisis, contact the Client Services Associate at 1-800-627-8220 to discuss the situation. The Client Services Associate will assist with determining the most appropriate services for your situation – that may be a debrief for a small, specific group affected by an incident, or a crisis management briefing for a larger group – and help get a provider scheduled.

Whatever difficult questions or situations you may be facing as a supervisor or leader, your Village EAP offers a variety of tools to help you through it. No matter your background or area of expertise, we all need help sometimes, and your Village EAP has plenty of professional resources available to you when you need reinforcements.

TRAINING PRESENTATIONS are another valuable tool available through the Village EAP. We offer supervisor and team development training with a wide variety of topics, including:

- Workplace Diversity
- Intergenerational Teams
- Exceptional Customer Service
- Emotional Intelligence
- Personal Wellness (examples: Stress Management and Compassion Fatigue)
- Compliance topics (examples: Harassment and Drug-Free Workplace)

All of our training presentations are customized to meet our clients' specific objectives. We recommend scheduling 4 to 6 weeks in advance to allow time to consult with your presenter on the design of your presentation. Trainings can be presented in a variety of formats (in person or online, for example) to accommodate our clients' needs.



6 STRATEGIES TO BUILDING A STRONGER TEAM

By Joel Garfinkle | Garfinkle Executive Coaching

In business, the main focus is often on the bottom line, and things like relationships get pushed to the back burner. But relationships are important in business, whether you are talking about relationships with your customers, your team members, or even yourself.

By putting strategies in place to improve team building and intrapersonal relationships at work, you'll not only enjoy a happier, healthier workplace but you might just see a positive impact on the bottom line as well.

Here are six strategies to help you build stronger team and intrapersonal relationships among your employees.

SET CLEAR EXPECTATIONS.

Are you trying to establish an overall environment where everyone feels like they are part of a big team working together toward a common goal, or are you trying to establish a smaller group to work on a specific project? Either way, letting people know that you are continually assessing your succession plan lets them see where they fit in the big picture and what potential their future holds. When people know where they are headed, they will get there with fewer headaches and setbacks, for themselves and for you.

SHARE YOUR KNOWLEDGE AND ENCOURAGE THEM TO SHARE THEIRS.

Encourage them to read articles on leadership skills. Start some lively discussions about what everyone is reading. Then, if someone has a problem that you can help with, speak up. By sharing your expertise, you not only save the person the time and trouble of searching for the solution, but also earn their respect and trust, which makes the whole team stronger. On the flip side, ask for advice and be willing to listen to their ideas and implement them in your own projects.

SAY GOOD THINGS ABOUT OTHER PEOPLE.

It makes people feel good to hear that you're praising them behind their backs. Too many times, the only things people say when you're not present are negative. Turn that around to show your team members that you really are on their side and that you support their efforts.

ENCOURAGE COLLABORATION.

Encourage employees and team members to form smaller teams to a specific project, task, or goal. Working together on a project is a great way for people to get to know each other better.

ASK QUESTIONS.

This is a great way to get a conversation going. When you ask questions, the person you're talking to feels like you're really interested in what they have to say, which makes your relationship stronger.

DEVELOP YOUR FRIENDSHIP.

Friends do other things together besides work. Whether it's golf, bowling, or participating in a charity project together, activities outside of work help cement your friendship and make it stronger. Spending time with people shows them that they are important to you.

Building strong intrapersonal relationships within your team creates a work environment that is more conducive to working together and getting things done. This increased productivity affects the company's bottom line and makes your entire team more valuable to management.

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POSITIVITY: A POWERFUL LEADERSHIP TOOL

By Gregg Gregory | Teams Rock

Many people believe that, with a positive attitude and positive thinking, you can do anything, including be a better teammate and leader. I have an amazingly positive attitude, but if you needed surgery tomorrow, would you really want me to perform that surgery? Of course not.

While I do possess a positive, can-do, attitude, I don't possess the skills to perform any kind of surgery. I believe that, with positive thinking, you can do everything (that you do) better than with negative thinking.

After a long week of travel and crossing the country twice in just eight days, an exhausted Jose was going through airport security late one night when an airport security woman said, "Hi, how are you?" Now let's be clear, when the average person says, "Hi, how are you?" they really don't care and are not even listening to your response.

Jose, being almost always in a positive frame of mind, quickly said to the security woman, "I am having an awesome evening and I am getting better." In a very raspy and sarcastic tone of voice the security woman said, "Well somebody's in a good mood." Jose responded, "Why would you ever choose to be in a bad mood?" The woman looked like a deer caught in headlights and responded genuinely saying, "You know, you are right, and thank you for reminding me it is my choice. Have a great evening."

Did Jose change the attitude of the woman? No. All he did was to provide an open atmosphere where the woman could freely and comfortably make a decision to change her attitude. Jose walked around the corner and watched for several minutes as the woman greeted the next few passengers with an entirely different and positive attitude. This, in turn, had a positive effect on the passengers as well. The real question is: how long did the attitude of the woman stay in a positive state? Quite probably until a passenger with a very strong negative attitude came by and yelled at her.

Bottom line, nearly 90% of the people you meet can be affected by the attitude you present at any given time, so why not impact the world in a positive way?

Here are five things to remember about having a positive attitude:

1. The average person comes in contact with 10 different people a day, either on the phone or in person. This means that your positive attitude not only impacts the 10 you come into contact with, but it can impact up to two or more generations down the line. If you are positive to the 10 people you come in contact with, and they do the same for just one more generation, that means that your positive attitude impacted 100 people. What if that carried out just one more generation? You have now impacted 1,000 people with your positive attitude. Unfortunately, a negative interaction works the same way.
2. Your attitude drives your work behavior. If you are positive, you will do your work faster and at a higher quality than if you have a negative attitude. Think back through the last three or four days. What kind of attitude did you have when you got to work? Now how was your production for that day? Do you see any correlation?
3. Remember, your attitude is not just in your words, it is demonstrated in the way you stand, your facial expressions as well as the tonality of your voice. Non-verbal cues can be even more devastating than the words you selected.
4. Your attitude has a dramatic impact on your health. This does not mean that positive people will never get sick or have problems. It does mean that they



usually use their attitude to get through the problems more quickly. The same applies to laughter. How often do you get a gut-wrenching belly laugh? How do you feel after such a laugh?

5. Remember, like the airport security officer, your attitude is your choice. When you feel like you are headed in the wrong direction, do one of the following:
 - Think about a time when things were clicking just right.
 - Call a friend and let them pick you up.
 - Make a change in what you are doing at that moment to something you know will help create positive energy.

The bottom line is, when you are thinking positively you will be more effective in every aspect of your life and, in many cases, the endorphins released can reduce pain and anxiety, which perpetuates a greater positive attitude.

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