

Workplace Supervisor

July 2019

Testimonials

Here are some quotes from HR Managers who recently called on Concern for a Management Consultation:

"Thank you so much for being part of such a caring organization that really provides great benefits to our employees and their families. I appreciate it."

"The Clinical Manager's ability to see the problem was extremely useful. She followed up, and her follow up of the problem was also extremely useful. She is solution oriented and realistic about the problem we are having."

"Concern is truly genuine. You do what you say you are going to do. You are always available—a true partner; trustworthy and extremely efficient."



FAQs for Managing Employees

Q. Can I create a work culture where employees are passionate and excited about what we do, or is this an accidental experience like "charisma" that is out of control? I would love to know the secrets of having a high-energy group of happy folks on the job.

A. You can set the stage for a passionate and positive work culture, but ensuring that it happens is less certain. There are accepted principles to consider, however. One common sense idea is to hire passionate employees. (Their brilliance is important, but the energy they display is even more important.) Put them in key posts so their enthusiasm rubs off on others. Use effective communication to help employees bond. Manage conflicts with efficiency, and you reap more positive outcomes from them. When difficult employees and employees with personal problems demonstrate performance issues, use Concern to help resolve these issues. There is no better mechanism that can substitute for this resource. Passionate people in workplaces have fun because energy "spills" into spontaneity and authentic relationships. These relationships naturally translate into hard work and dedication. Be sure to recognize, praise, and reward those who go the extra mile. Keep your employees in touch with the big picture, the dream, and the goal "we're all shooting for." Finally, expect and promote respectful workplace as relationships emerge and develop.

Q. What is the most important leadership skill?

A. Deciding which leadership skill is most important is similar to determining what might be the most important bone in your body. It's difficult to say! Coping with complexity, being a strategic thinker, communicating well, developing teams, or being a good time manager are key skills, but for the most part, these skills are teachable. What is more meaningful is to ask, "What is the most important leadership trait?" A recent survey of leadership training experts found honesty to be the most important leadership trait, followed by focus and passion. Traits or personality characteristics are more difficult to acquire because they are aligned with values and personality. Would you like to develop any of these traits more adeptly? Consider how Concern might help you.

Q. I've observed employees who have heavy workloads resisting organizational change even when they are able to finally share their work burden or give up work they complained about for years. Why?

A. When employees face organizational change, resistance is often observed even if they personally benefit from it. This resistance is usually not evidence of employees having personal problems, and it is usually not cause for alarm. Much resistance to change can be prevented by educating employees about how they may respond to it. This education can vary in its complexity. At a minimum, employees should understand that if organizational change calls for giving up something like job duties or prestige, changing an office location, or losing coworkers, it may be normal to experience resistance. Even the loss of a familiar routine or pride in a specific task can create resistance or conflict. The common denominator, of course, is loss. It is not always possible to prepare employees for change, but Concern can help or supplement organizational efforts at planning for change. This may include one-on-one counseling or interventions with groups of employees to help them examine personal reactions to change and loss, help them understand what's motivating resistance, help them confidentially with insecurities that undermine acceptance of the organization's change goals, and more. Talk to Concern to learn more.

Q. How do EAPs save the organization money with regard to the use of employee mental health benefits? Employees have to go to approved counselors associated with the benefit plans. Where is the EAP role?

A. EAPs are usually staffed by licensed counselors who in many instances can assist employees with resolving problems without having to access mental health benefits that are more costly to the organization and the employee. If a referral into the mental health benefit is necessary, EAP counselors are aware of approved panel therapists in the community who have the expertise needed to treat a specific problem. This knowledge can assist the employee in making an informed choice from a list of approved providers. With the employee's permission the EAP counselor can also speak to the referred-to treating therapist to lend support or suggestions for the treatment plan.

Q. What are common issues that interfere with a supervisor's motivation or desire to make a formal Supervisor Referral to Concern?

A. Most supervisors know that an employee can be referred to Concern for performance, attendance, or conduct problems. Unfortunately, this does not ensure that referrals are made. Unfamiliarity with the referral process or uncertainty about what the employee's reaction will be to a formal referral can create timidity and impede the referral decision. Supervisors who want to see an employee removed or dismissed, rather than helped, may also be resistant to supervisor referrals. Not viewing Concern as a positive management tool to correct performance can also reduce the number of Supervisor Referrals made. Education and visibility of Concern are important countermeasures to any of the above.

Concern teams with Human Resources to provide another resource for managers and supervisors to consult about how to manage issues with individuals, within and between work groups, and across departments. When you call Concern, ask for a Management Consultant or request to speak to a Clinical Manager.

Call: 800.344.4222
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