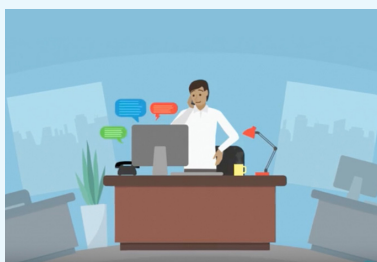


Workplace Supervisor

February 2017



New Orientation Video

CONCERN's new orientation video is a quick, entertaining and informative tool to help encourage employees to take advantage of the many free EAP resources available to them and their families. The 2-1/2 minute animated video is available [here](#) on the CONCERN website.

Include this link on your intranet site to automatically take your employees to view the video within the CONCERN website. If you would prefer a link to the video that does not go to the website, please ask your account executive for the necessary embed code.



FAQs for Managing Employees

Just in time for Valentine's Day...an app that helps breathe life into your long standing relationship.

CONCERN has it and it's called **Love Every Day™**. This behavioral science-based app is now in the App Garage of our Resilience Hub and free for you and your partner to use.



Love Every Day™ helps couples initiate positive daily interactions via text message. It is a fun and quick way to stay connected, improve communication, and build relationship resilience. It is not available to the general public but as a CONCERN client, you can sign up for this free app at the CONCERN Resilience Hub App Garage: <http://www.concernresiliencehub.com/app-garage>

Q. What does it mean to be a proactive supervisor?

A. A proactive supervisor is a manager engaged in the supervisory role, making decisions that support the essential functions of the position and the organization's mission. Proactive supervisors are more successful at establishing the conditions for success, while supervisors who are not proactive must react more often to conditions that are thrust upon them. When supervisors are proactive in supervision, they think and act upstream to produce and create desired outcomes, rather than waiting and reacting to issues, concerns, problems, and crises that will appear later, often in more severe forms, and directly as a result of a failure to be proactive. Being proactive allows them to manage stress more effectively, and they go home at the end of the day less tired. Proactive supervisors are able to influence direction, control events, and feel more satisfaction in their positions. They put out fewer fires. Being proactive does not mean supervisors will not experience sudden problems or crises that require attention and an immediate response, but it does mean that they will naturally experience fewer of them.

Q. Our work unit is participating in a three-part workshop on diversity awareness in a couple of weeks. A few employees are grumbling about being asked to participate, but isn't this training an appropriate business activity?

A. Your workforce is your organization's most valuable resource. Continuing education and training contribute to helping it maintain its value. Diversity awareness fits this purpose, as would any other topic focus that could enhance

organizational functioning. That's the business rationale. The 21st-century workplace is increasingly diverse, and where organizations or employees fail to appreciate the business case for diversity, they risk lower profits, conflicts, higher turnover, loss of customer loyalty, and the domino effect from dysfunction that flows from employee biases becoming prejudices that damage morale. Diversity awareness gives organizations a fighting chance to improve the cooperation between employees and instill the mutual positive regard critical to workplace harmony. Diversity awareness is not about forcing employees to change their beliefs, which would make employees grumble. Instead, diversity awareness is about understanding the critical role of respect and how important it is to value every worker, even with their differences. Ultimately, job satisfaction is more likely for everyone.

Q. We have an employee who gets very angry and exhibits rage. Thankfully, his performance is good, but I worry about having to fire him someday. What is the risk of violence if an employee like this is fired?

A. An examination of workplace violence incidents shows some common patterns. One is an employee's violent response to unexpected termination where, as a result, the employee believed the company or supervisor "ruined" his life. This underscores the importance of working closely with employees in correcting performance, using the EAP, providing regular feedback, and having regular performance reviews. Use performance improvement plans and apply progressive disciplinary steps if ever needed, where each step is accompanied by an alternative to attend the EAP. This leveraging approach can prevent the dismissal of some of the most difficult employees. No one can predict an employee's reaction to termination, but the less sudden and surprising it is to a potentially violent employee, in all probability, the lower the risk of a violent response.



Q. Three employees went to CONCERN in a group to complain about me. Will the EAP take what they say at face value or use whatever is said against me? The employees are all experiencing different performance issues. What do EAPs do in situations like this?

A. It is unusual for small groups of employees to visit the EAP to complain about a supervisor. Typically, these cases center on complaints about communication, supervision practices, anger issues, and unfair distribution of work. EAPs would view these cases as opportunities to help employees and reduce workplace conflicts that could grow more severe. After a group interview, more usual individual employee interviews typically lead to greater insights about the problem, issues within the group itself, individual employee needs, and unique concerns about each employee's relationship with the supervisor. Recommendations that follow would focus on the employee's ability and responsibility to manage the situation in a more effective manner, with a best outcome of reduced conflicts with the supervisor. For serious issues concerning management practices, the EAP would recommend employees make use of other internal organizational resources (e.g., human resources, procedures in the company handbook). Be assured that CONCERN does not function as a human resources advisor, legal advocate, or business representative, or team up to lead a charge against the supervisor. To do so would damage the EAP's perceived value to supervisors, reduce utilization, and increase risk to the organization.

CONCERN: EAP 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: EAP, ask for a Management Consultation or request to speak to a Clinical Manager.

Call: 800.344.4222
www.concern-eap.com