

Workplace Supervisor

October 2018

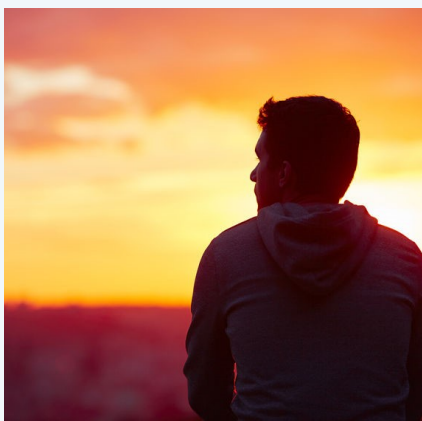
Testimonials

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

"The Clinical Manager was fantastic. She was able to identify the steps that we need to take to address a complicated situation quickly and effectively."

"The Clinical Manager gave me straight answers that were very helpful. The advice and information she gave me set me on the right path to deal with a very difficult problem."

"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."



FAQs for Managing Employees

October is Depression Awareness Month

At least 19 million Americans experience symptoms of depression each year. In fact, depression is the most common mood disorder in the US. As a manager, you may notice that someone at work has been less productive or reliable than usual. While you can't diagnose depression, it's important to know the symptoms. Common signs: feelings of sadness, emptiness, hopelessness; angry outbursts, irritability; loss of interest or pleasure in normal activities; sleeping too little or too much; reduced appetite and weight loss or increased appetite and weight gain; anxiety, agitation, restlessness; difficulty concentrating or making decisions; morale problems; lack of cooperation; safety risks/accidents; fatigue; absenteeism; or unexplained physical problems such as headaches or back pain. If you notice an employee experiencing four or more of these symptoms nearly every day for at least two weeks, encourage them to seek help. Depression is a serious illness, but the good news is that it can be successfully treated. The first step is to get informed. While not a substitute for professional help, a good place to start is [Concern's Mental Wellness Resource Center](#) where they can learn about depression and discover useful strategies to help them feel better. Or suggest they call Concern at 800-344-4222 to schedule an appointment with a trained counselor.

Q. I want to do everything I can to help my employees perform well. What is the most important task to accomplish in order to make this possible?

A. Form good working relationships. Supervisors can learn many different skills and tactics, but few will be effective without positive relationships. Understand the concept of "essential attitudes" for a supervisor. Essential attitudes for success exist in every profession, whether you are a teacher, scientist, minister, pilot, or supervisor. Here's one: Assume your employees are doing the best job they can from their point of view. This attitude will affect the way you speak, act, nurture, and support them. It might even help you remember to use Concern more often as a resource to improve performance. Another: Spell out for employees what they need to do in order to succeed and then give them the ability to do it. Imagine how these essential attitudes influence a positive relationship, and how lacking they are with many managers. Can you think of more essential attitudes critical to relationship success?

Q. What do supervisors and managers need to know about “Generation Z”? I have been hearing more about them recently.

A. You will hear a lot more about Generation Z as these employees enter the workforce. Gen Z are those born between approximately 1995-96 and 2010-14. (Sociologists disagree on the dates.) This is the group following the millennials. Generation Z is more influenced by concepts like “finding my true purpose” and “making an impact.” They want to be independent and are highly attracted to learning new things. They are confident and respond positively to companies that are engaged in resolving social problems. They are entrepreneurial, realistic, hungry for experiences and want to see the world. Gen Z employees want to be experts and may accept challenges more readily than prior generations. When writing the essential functions of job descriptions, consider the above values and employee traits to help you maximize productivity and employee job satisfaction. Gen Z employees are less put off by the idea of getting counseling and more likely to use supports like an EAP to improve their lives. Learn more from the book “Meet Generation Z” (2017).

Q. Why can’t employees monitor themselves and use peer influence to ensure a respectful workplace? It seems as though supervisors or managers must still take the lead and play a large role in supporting a positive workplace and discouraging disrespect.

A. Employees are certainly capable of exerting peer pressure on fellow workers and helping maintain a respectful workplace, but they need your help. When management (supervisors) don’t act or step in when witnessing bad behavior, this is tantamount to excusing it. This then undermines employee peer pressure

dynamics and group influence. Managers represent “punitive authority” within the employment setting. This doesn’t mean punishment. Instead, this means the ability or potential of the employer to impose penalties for fault, offence, or violation of rules. All employment settings possess this natural dynamic. When undermined, employees toss self-discipline to the wind and experience far less urgency to respond to positive peer pressure.

Q. Does marijuana cause employees to be slow, not show initiative, or be less engaged in the workplace? I have a few employees I know use pot off duty, and I think I would describe them this way. Is this “amotivational syndrome”?

A. First, you can’t diagnose your employees’ performance issues. This requires a referral to Concern to learn more. For decades, pro-marijuana advocacy groups have insisted there is no such thing as cannabis use causing amotivational syndrome. They’ve insisted that anecdotal reports or studies have been flawed. However, evidence published in February 2018 appears to show cannabis-caused amotivational syndrome is quite real. Over 500 college students who used marijuana were studied. Marijuana use, demographics (age, gender, and race), personality (extraversion, agreeableness, conscientiousness, openness, and neuroticism), other substance use (alcohol and tobacco), and general personal assessments of initiative, effort, and persistence were examined closely. Research showed that marijuana use forecasted lower initiative and persistence (amotivational syndrome) even after accounting for and ruling out other factors. Only marijuana (but not alcohol or tobacco) significantly and longitudinally prompts lower initiative and persistence. See the report: www.ncbi.nlm.nih.gov/pubmed/28620722

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 Consultant or request to speak to a Clinical Manager.

Call: 800.344.4222
employees.concern-eap.com