

Workplace Supervisor

January 2019

Testimonials

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

"The Clinical Manager's input and guidance was invaluable not only to our employee but to our HR team as well!"

"The overwhelming opinion here is that the onsite crisis manager you sent was extremely helpful. He was described by employees as 'wonderful,' 'helpful,' and 'soothing.' I participated in a group session and couldn't agree more. He connected with the family per our request and they also found him to be supportive and effective. We can't thank you enough for connecting us to him. We are lucky to have this resource available right here in our community."



FAQs for Managing Employees More Time with Loved Ones in 2019

A New Year's resolution that is right up there with the desire to lose weight is having more quality time with loved ones. To help your employees follow through with that resolution, let them know that you value the importance of vacation time. Smart employers know that time away from work is an essential component of employee wellness. Share the mental, physical and emotional benefits of time away with them. For example, studies show that vacations reduce stress, one of the major contributors to heart disease and high blood pressure. Encouraging time off is also a smart business strategy. Healthier employees call in sick less often, and they return to work with renewed energy and a fresh mindset. By actively encouraging employees to take time off, you will see improvements in productivity, creativity and morale. If you would like to learn more about promoting employee mental and physical wellbeing, check out Employer Tools in our [Mental Wellness Resource Center](#).

Q. There is a common saying in management that employees don't leave companies, they leave supervisors. Obviously, this means the quality of the supervisor-supervisee relationship is crucial. How can Concern help managers maintain good relationships with their employees?

A. The phrase is oversimplified, but an employee's relationship with the supervisor is the most important one. Unless this relationship is constructive and positive, the risk of losing a worker to another employer or, worse, to a competitor will remain unacceptably high. Kevin Sheridan, a business consultant specializing in talent management, reports in his book, *Building a Magnetic Culture* that engaged employees are ten times more likely to feel their work is recognized, that their supervisors and top management care about them, and that they are getting useful regular feedback. Such employees are four times less likely to leave. Obviously the supervisor is a key influencer in helping employees get these needs met. Concern's Clinical Managers have the skills and abilities to help supervisors enhance their relationships with employees. The purview of EAP work is often the business of improving relationships; therefore, use of the EAP is an excellent strategy for increasing employee engagement and thus improving business outcomes.

Q. I believe that everyone should contribute to and maintain a positive work culture. How can I help my employees play this positive role?

A. Building a positive work culture begins with the employer and then flows down from the top where all levels of management practice behaviors that line staff below them model. There are many components of a thriving positive work culture, but supervisory staff does have influence in helping their employees buy into positivity. It's been shown that positive work cultures tend to be easier to come by in flatter organizations where the up and down movement of information and ideas is not as slow or encumbered by bureaucracy. This highlights a key strategy you can employ to influence your employees: promote easier communication, faster communication, and the personal modeling of behaviors that support a positive work culture.

Q. What am I supposed to do with an employee who is obviously smart but always showing off how much he "thinks" he knows about what's legal for me to do as a supervisor, what the organization can do, etc. It is a bit intimidating.

A. The employee you describe may have difficulty feeling responsible or subordinate to you, so controlling you by discussing or referencing legal matters to intimidate you is an effective way of feeling more in control. A wide range of issues can contribute to this negative and problematic behavior, including anger, personality or mental health issues, and more. The behavior is inappropriate and disruptive to communication and building a working relationship, so it should be addressed. Consult with Concern for guidance on your approach. Often, employee assistance professionals can spot tangential issues or consider underlying

contributing factors to a problem like this one. Let your supervisor or leadership staff be aware of the difficulty you are experiencing with this employee. Doing so is prudent because issues of this nature are too important to ignore or manage in isolation.

Q. An employee died from a drug overdose. Everyone was saddened and surprised. The employee was one of our most loved. I heard something about a drug problem years ago, but never since, and performance was excellent. I am feeling guilty. Did I miss symptoms?

A. Your employee could have relapsed without any warning signs you could have spotted. Drug addiction can be treated and abstinence achieved, and with a programmatic approach to maintaining abstinence, the illness is arrested. Abstinent employees refer to themselves as "recovering" or "in recovery." Years of abstinence can pass, and achievements and performance may be outstanding, but the disease does not vanish. Addiction is a chronic illness. Experts in the addiction treatment field generally regard drug addiction as a progressive disease with no cure. Every area of an addict's life is affected and must be treated: physical, emotional, and spiritual. A recovering addict without an active and effective approach to recovery has a higher risk of relapse over those who have such an approach. Consequences of any relapse are unpredictable, but death from a narcotic overdose for relapsed addicts is possible. When addicts in recovery overdose and die, there may be great difficulty in comprehending why. Treatment experts and members of the largest group of recovering people, Narcotics Anonymous, have observed that relapses usually occur in the absence of an adequate recovery program combined with a sudden or acute stressful life event or circumstance.

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