

## Testimonials

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

*“Thank you for being there for us.”*

*“The Clinical Manager was a great help. She is someone I can bounce ideas off of and will help me resolve the issues.”*

*“I give very high marks to the Clinical Manager because she was very helpful in educating me about benefits I could request for employees under my direct/indirect supervision. In addition, she has a professional, friendly, and calm demeanor that makes it easy for me to work with her.”*



## FAQs for Managing Employees The Benefits of Social Support

Social support is the physical and emotional comfort given to us by family, friends, coworkers, and other trusted people in our lives. Studies show that social support contributes to greater emotional and physical wellbeing – and it promotes resiliency, the ability to bounce back from life’s challenges and move forward in a positive and adaptive way. A primary factor in resilience is having caring and supportive relationships within and outside the family. In the workplace, social support can influence an employee’s stress levels, productivity and general feelings of happiness. By fostering a culture where people are not only willing but motivated to help others, supervisors can reduce some workplace stress and promote a more positive work environment. While it doesn’t take a vast network to benefit from social support, some employees may feel anxious about social interaction. To boost their confidence, you might suggest that they talk with a professional, or encourage them to check out Concern’s Mental Wellness Resource Center at [employees.concern-eap.com/mental-wellness](http://employees.concern-eap.com/mental-wellness) where they’ll find everyday approaches to develop resilience and positively influence emotional and physical wellbeing.

**Q.** If supervisors speak to a Concern Clinical Manager to get advice or consultation on unique employee management situations, but do not share their personal problems with the EAP, are they still guaranteed the same sort of confidentiality given to employee clients?

**A.** Any discussion with an employee—whether a supervisor or not—is covered by the program’s confidentiality policy. Using the program to get help is what defines you as a client, not the nature of the problem. Guaranteeing that your discussions with Concern are confidential reduces risk to the organization because it helps ensure that you will use your EAP services without hesitation. By seeking help in dealing with troubled employees, you reduce the risk that employees will be mismanaged. Mismanagement can lead to wrongful discipline, workplace violence, conflicts, absenteeism, legal claims, and much more. When managing troubled employees or simply seeking to elevate their potential, consider what role Concern can play. Your EAP can guide you with “what to say” and “how to say it,” and help with documentation, confrontation, praising and inspiring employees, motivating them, making observations, and with conflict resolution. No matter what the communication need might be, they’re there to provide confidential, experienced assistance.

**Q.** My employee told me in a private conversation that she used Concern's counseling services regarding some problems at home with her spouse. Am I obligated to keep this information about her visit to the EAP confidential?

**A.** Yes. Periodically, managers will learn personal information about their employees through private conversations, employment records, hearsay, and personal notes provided to them. Sometimes employees accidentally disclose personal information while under emotional duress. Your possession of this information carries significant responsibility, and the appropriate care of it is a matter that shouldn't be taken lightly. Here are some guidelines: Consider all personal information about employees as private and never disclose it unless compelled to do so. In that case, don't act alone. Seek advice from your HR manager or legal advisor. It may also be tempting to share personal information about an employee in confidence with another manager/colleague and ask them to not re-share it. Don't do this.

**Q.** When giving feedback to employees, I notice that they are often defensive. My intention is to let them know what they are doing incorrectly along with what they are doing correctly so that they can avoid future mistakes. How can I improve my approach and make feedback more pleasant?

**A.** Giving feedback to employees is not about delivering the good with the bad and hoping for the best. Your attitude and approach are critical. Do you show annoyance over the shortcomings of your employee's work, or do you deliver feedback with judgment-free specificity? Do the latter because valuable employees are hard enough on themselves.

More importantly, give feedback with the intention of motivating employees. If an employee is not energized following a feedback interview, you have taken a step backward in that relationship. Whenever possible, use feedback meetings to teach new skills. Develop good working relationships with your employees and discuss how you will give feedback to them. Let them know that the purpose of feedback is to help them excel, not to find fault or shake their confidence. Use these guidelines the next time you give feedback. You will do it more effectively and will be inspired to provide feedback more often.

**Q.** My employee suffers from chronic pain. He is a good performer. He has more difficulty on some days than others, and this causes him to move more slowly, but it is acceptable. How can I be more supportive?

**A.** The strongest recommendation regarding support of employees with disabilities, including chronic pain, is for managers to remain approachable and welcoming so employees with special needs feel willing to request accommodations. This means periodically touching base with these workers and asking how things are going. It also includes modeling inclusiveness to co-workers. Failure to do so may contribute to unnecessary employee turnover. Offering disability awareness to the work organization or work unit is also a plus. Your EAP can discuss with you what options are available for this sort of education. Research shows that stress, anxiety, and workplace conflict can exacerbate chronic pain. This is an added reason to maintain good communication in the workplace, recommend EAP assistance for those who need it, and help employees maintain job satisfaction.

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**