



Q. How can I earn more credibility with my work unit and team? I know many of them are far more knowledgeable than I am, yet I hesitate to let on how much I don't know. It's a Catch-22: I know the least, but I must lead a team of employees who know more.

A. You can still establish credibility as a leader. Ironically, your first step is to admit what you don't know and ask for input. Many managers or supervisors have less knowledge about products, systems, and processes than those they supervise. Even if you were the one with more knowledge, the basics of supervision and leadership would be more important. Employees want you to show dedication to what they are doing. They want you to value their capabilities and help them strengthen their skills; they want to feel your passion about the job. Your employees don't want to sit in unproductive meetings; they want you to create opportunities for them and generally help them be happier on the job. Find out what your employees' unmet needs are and how to make their jobs more meaningful. You may be considered the best leader they've ever had.

Q. I have heard about how valuable it can be to allow employees to nap on the job. I know many employees who would happily participate, but can you clarify the value or downside of this practice? I have one employee who could especially benefit from a "nap" time.

A. Arguments for allowing employees to nap on the job appear in management and HR literature periodically. Most stories are anecdotal, such as those about Ben and Jerry's, or the Huffington Post allowing such a practice under controlled circumstances. The focus is usually on how refreshing a nap can be and how it may increase productivity. One questionable argument in support of napping is that it counters the problem of the modern employee who today typically comes to work after getting less sleep. Some authors attempt to draw a distinction between "sleeping" (bad) and "napping" (good), without explaining how one doesn't become the other. Overall, it appears companies have not bought into the napping practice on a grand scale. If you have an employee with a sleep issue, a referral to CONCERN is still the best advice.

Q. There were a few employees I did not refer to CONCERN in the past because I felt that they were too manipulative and dishonest and that they would easily snow the program. What's the argument for referring these employees?

A. CONCERN is not just a place to counsel employees. Moreover, it is a programmatic approach to resolving performance problems associated with troubled workers. This perspective is lost when CONCERN is thought of only as offices where employees go to get help. From the employer's perspective, the CONCERN approach always works. "Works" does not mean that an employee is always successfully treated and returned to his or her original state of competence and capacity, although that is the most desirable outcome. Instead, it means that every method has been provided to accommodate the employee toward the organization's goal of resolving the performance or conduct issues. The most important dynamic in this process, and the one that makes CONCERN succeed, is when difficult employees accurately perceive organizational resolve and clarity on what will happen if performance problems continue. When this happens, even the most difficult employees will pursue wellness in their self-interest, motivated by the need to avoid job loss.

Q. I am a “nice guy” supervisor. I’ve been with the company for 32 years. I don’t hassle, chase employees, or watch them from the shadows. I admit to feeling less motivated these days to be proactive with them, but I can’t decide if I’m getting lazy, experiencing depression, or what.

A. Does management have expectations for you to make tougher decisions involving your employees? If you are keeping up with their expectations, then your leadership is meeting their goals. Regardless, meet with CONCERN for some consultative guidance on these issues. CONCERN can provide an assessment to determine whether you are suffering from depression. You may need to establish work goals and involve your supervisor to help you reengage and get reenergized. In the meantime, be cautious. Employees who perceive supervisors as apathetic or unwilling to hold them to account are naturally incentivized to lower their productivity, increase absenteeism, and generally take advantage of that sort of leadership style. All of this increases risk on many fronts.

Q. How might a supervisor play an innocent, unsuspecting role in an employee’s decision not to follow through with treatment or CONCERN recommendations?

A. Depending on the difficulty of the recommended treatment and the diligence required of the employee to be successful with it, a decision to not follow CONCERN advice is often based on the mistaken belief that it isn’t necessary. The classic example is the employee with alcoholism who believes that prescribed treatment really isn’t necessary in order to stop drinking. The employee may think, “I will just stop on my own and save the hassle.” Family, friends, employers, and even strangers may be elicited to participate in passive discussions about self-control prior to such a final decision. They become unwitting co-endorsers as the alcoholic uses them as “sounding boards” to build support for his or her decision. These solicitations by the employee can be subtle and benign-sounding conversations. Supervisors willing to participate in such discussions are especially valuable in the patient’s formulation of his or her rationale to quit treatment. Stay focused on the objectives and potential consequences of not seeking treatment or following recommendations.

Remember: 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.

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

“My interaction with the account team has been great. They have been timely and great to work with and have really been able to provide amazing support to our employees. Again it has been very much appreciated. Thank you.”

“The counselor was amazing and such a great leader for this discussion. She was thoughtful and provided us a safe atmosphere to talk about the situation. I had numerous employees come up to me after the meeting to tell them how much the counselor and the experience meant to them.”

“Both counselors were very helpful, especially with the response time for sending a counselor considering this was a last minute request.”

CONCERN: EAP
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