

FrontLine Leader

Employees — Your most valuable asset

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What will the EAP do with negative info shared about me?

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Addressing employee addiction

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#1 employee complaint about their boss

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What to know about Generation Z

This information is provided by Continuum EAP. If you would like more information on these or other topics, please don't hesitate to contact us.

Q. I am hesitant about referring to the EAP because, frankly, I am disorganized. I am fairly slack in my style. If I refer an employee to Continuum, my work practices might be discussed. Obviously, my issues are not related to the EAP client, so will the EAP talk about me to other people?

A. Continuum EAP will neither make conversation about nor disclose information about your supervision style, work unit organization challenges, efficiency, or any perceived personal inadequacy. This is especially true if your employee imparts this information as a client. Everything an employee utters is subject to strict confidentiality provisions and your EAP's policy. You have nothing to fear. Even if information about you was learned by Continuum professionals outside the EAP office from another source, it would not be discussed with others. EAPs are highly conscientious about their role and how they are perceived by the workforce. They know that what they say and what they do have strong affects on EAP utilization, program viability and sustainability. You should consider reaching out to Continuum EAP for coaching related to your personal organization issues and discover relief that comes with resolution.

QUESTION:

I have an employee who has been with our company for 24 years. During that time, he has worked at 101 percent capacity. No one could touch his energy, overtime ability and creativity. He has always been a heavy drinker, but it never affected his work. That's changed. Why the change?

ANSWER: Alcoholism is an acute chronic illness. This means it gets worse over time. This does not mean all alcoholic drinkers have the same behavioral pattern on their way to the late stages. Genetics, social factors, psychological factors and environmental factors contribute to alcoholism's manifestations. Some people may drink alcoholically almost immediately or soon after a first drink. Others may remain in less acute stages of the illness for decades. They will show few obvious effects other than a growing tolerance and problems that typically only family members recognize. Acute problems that co-workers recognize may not appear for decades, but enabling terms like "functional" alcoholic will contribute to a pattern of denial that becomes difficult to break. It appears that alcohol has begun to take its toll on your employee. Contact the EAP for guidance and a referral strategy based on his performance. If you stay focused and hold the employee accountable, effective performance-based intervention and recovery is possible.

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Q: What is the number one complaint that employees have about bosses?

Complaints about managers being poor communicators usually top the list. Poor communication, in fact, beats favoritism, incompetence, never giving praise, having mood swings and being passive-aggressive. Supervisors seeking to improve communication should not just communicate more often. Instead, they should engage and make communication reciprocal, get feedback from employees about how the communication is going, and create systems that ensure effective communication stays in place. Not doing so will allow poor communication to again emerge as a work climate issue. What kind of structure or predictable way of communicating should you establish? The answer: *Get employee input and then decide*. And don't forget, you can advantage of the consultation resources available to you through Continuum EAP.

<https://www.studyfinds.org/one-in-five-employees-hate-boss/>

Q: What should supervisors know about Generation Z? I have been hearing more about this group recently.

And you will hear a lot more about Generation Z as these employees enter the workforce. Gen Zers are those born during the mid-1990s to 2010-2014. (Sociologists disagree on the dates.) Gen 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 maximize productivity and employee job satisfaction. Gen Zers are also more open to counseling and more likely to use supports like an EAP to improve their lives. Learn more from the book, “Meet Generation Z” (2017).

MAKING MISTAKES

Every manager is going to have a bad day, but it's how you act after a mistake that reflects on your leadership abilities.

Interested in learning more? Read this entire Continuum EAP blog feature at 4continuum.com — Search: “Making mistakes: Regaining trust after a fall.”

