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# FrontLine Leader

*Employees — Your most valuable asset*



**Can supervisors use the EAP to role-play different situations in confronting and correcting employee performance, even if not making a formal management referral?**

**What's the value in doing it, especially if the supervisor has decades of experience and has "seen it all"?**

**A:** As a comprehensive EAP, Continuum's experienced staff is always available to provide organizational leadership with support when addressing challenging and sensitive people issues.

A corporate culture where managers are actively engaged

with the EAP is essential to the program maximizing its value to the work organization. Role-play consultation is therefore an opportunity supervisors are invited to take advantage of.

Here are some of the benefits: It can help reduce manager stress when intervening with

specific employee performance concerns, encourages supervisors' assertiveness with their subordinates, increases the likelihood of earlier EAP referrals, helps managers encounter difficult employees more successfully, and in a global sense, reduces risk to the organization.

**One of our employees got caught stealing money to support a gambling habit. He says he is sorry and fears losing his job, which is probably going to happen. My question is this, "Is he sorry, or just sorry he got caught?"**

Your employee can easily be both sorry he got caught and remorseful for the behavior that perpetrated a crime causing harm to others. Compulsive behaviors are confusing to those who have never experienced one like drug addiction, alcoholism, gambling, eating disorders, etc. These addictions almost always include numerous, frustrating attempts by the addict to stop and control the behavior. These ultimately fail. Getting caught fulfills this goal of stopping in the short term, but it won't last without treatment that promotes cessation of gambling, a recovery program to maintain it, and avoidance of triggers that incite relapse. The current crisis creates desire to change due to the threat of job loss, but if the company decides to accommodate the employee as an ill worker, it must include rigorous long-term follow up using the support of the EAP and its recommendations.



**Can I learn the details of an employee's personal problems if a release is signed by the employee that allows me to have this information?**

**A:** An EAP would not have a release with the provisions you mention. Although an employee could sign such a release, it would be discouraged and considered inconsistent with EAP policy and purpose. It could undermine support for the program in general, distract from your role in focusing only on employee performance, complicate your relationship

with the employee, and even jeopardize the program being perceived as offering safe and ensured confidentiality, which is its most precious asset.

Nothing prohibits an employee from sharing information voluntarily with others, including supervisors, of course.



**Everyone's heard the adage that employees don't leave companies, they leave bad bosses.**

**Isn't this just a management training cry to impress supervisors?**

**A:** More than 57% of workers in a recent survey conducted by Developmental Dimensions International quit a job because of a "bad boss." Of those who stayed, a third gave quitting serious consideration.

Here's the bottom line, according to analysis of data and experiences of managers: How managers handle their emotions and how they make other people feel are the strongest drivers of employee retention. More

specifically, for many managers, their promotion or selection to lead others is often unexpected, and a third of managers don't like being the boss.

With a growing millennial work population who place a high value on work-life balance, making a difference, and positive workplaces, the belief that these young professionals will respond even more negatively to a bad boss is a trend that is expected to continue.

So, what makes a bad boss? According to the research, it's bosses who are overwhelmed, unfair, poor listeners, impersonal or disorganized, don't solicit feedback, and withhold responsibility from line workers. Continuum can help supervisors overcome most, if not all of these limitations.

Source: [www.hrdrive.com](http://www.hrdrive.com) "Employees Really Do Leave Bad Bosses, Research Shows"