

# FrontLine Leader

## Employees — Your most valuable asset

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EAP's ability to serve clients with special needs

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Effects of not addressing problem behavior

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Tips for new (and seasoned) supervisors

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.

**We have an employee who is on the autism spectrum.** He's a great worker and we have accommodated some of his needs, like ensuring that the office has less noise and no fluorescent lighting. Is the EAP able to address the counseling needs of workers such as this individual?



A

Continuum EAP professionals will work with any employee who reaches out by self- or management referral and will seek ways to communicate with and engage the client. EAPs do not claim to have specialized knowledge about every problem brought to them. However, using Continuum EAP as a starting point offers tremendous advantages no matter what the problem might be.

These include:

- 1) A free and confidential assessment by a professionally trained counselor who is committed to impartiality in providing supportive counseling/problem solving or resource referral;
- 2) An experienced person with expert knowledge about community and counseling resources;
- 3) A professional who is willing to expend the effort, no matter how rigorous, in locating the proper referral source; and
- 4) Follow-ups to ensure the proper help was received and any roadblocks were overcome in the EAP client successfully engaging with that help.

**Q:** I have an employee with behavioral issues. I have not made a formal EAP referral because I fear he will quit if I do. And I can't afford to lose him. Employees sometimes complain about his behavior and attitude, but I can see they have also adapted. Should I still take some action?

**Consult with Continuum EAP** to change this status quo. Left unchanged, you risk an eventual crisis or disruptive event from this situation growing worse. Effects on co-workers and yourself are likely far reaching. This troubled employee has lost the trust of his peers, and this adversely affects workplace communication. Reduced cooperation negatively affects innovation, outputs, outcomes and productivity. Teams also make suboptimum decisions when they are not working well together.

Your performance is also affected because your leadership will be devalued by your subordinates for your failure to act. Trust in your abilities erodes. Rumors spread. And your reputation can suffer with upper management. The EAP is your first stop for help in developing a plan.

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# Qualities of great LEADERS

Check back next month for another featured quality.

## #4 integrity

Having strong values, beliefs, ethics and character allows others to clearly identify with you.



When you are sincere you build lasting trust and loyalty.



Honesty will positively assure people of your intentions.



Leaders have the obligation to adhere to strong moral principles.

Source: Eliv8

**Q** **I am a new supervisor.** I have never had training, and I can tell that this new position will be me learning everything the hard way. I bought a few books and I found some courses online, but what will be the most likely mistakes I will make? If I know what they are, perhaps I will make fewer.

**A.** **Most managers learn by doing** and by the mistakes they make. But there are important things to remember:

1. Keep employees informed, let them know what the intentions are for the work unit, and do what you say you are going to do.
2. Keep information flowing. Workplace communication is the number one complaint of employees and managers alike. You can't overstate its importance.
3. Put more time into knowing and engaging with your employees than remaining busy in your office.
4. Use your expertise to solve group problems, not to show how much you know. Develop your employees as the experts.
5. Don't seek acceptance by becoming friends with employees but by having effective workplace relationships.
6. Learn the art of feedback and timely praise and how to make it meaningful, and create change with it.
7. Consult with mentors on any of the above, and visit with Continuum EAP professionals when the going gets tough.