

**Q. I referred my employee to the EAP, but he says he won't go because his neighbors work in the same office building and he might get spotted, thereby losing his confidentiality. This sounds like a good excuse. What can I do to persuade him to go?**

A. EAPs are familiar with these unusual circumstances that may cause a few employees to be hesitant about visiting the program office. Phone the EAP and discuss this situation. The EAP will then tell you what to recommend. Some EAPs will discuss personal problems with an employee over the phone; others may meet select employees at a different location or meet after hours with the worker to decrease the likelihood of his or her crossing paths with someone who would possibly recognize the person's reason for being on the premises.



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**Q. There are hundreds of resources on becoming a better supervisor, but who has time to read this stuff and incorporate it into one's supervision style? I think supervisors often must muddle through with trial and error until we learn how to be supervisors, right?**

A. Much supervisory skill development is by trial and error, but a key growth strategy is also mentorship, formal and informal, early in one's career. A recent study showed that those who spent a few quiet moments each morning thinking about leadership and reflecting on their experiences, strengths, and goals for improvement actually advanced their leadership abilities. Take a look at the following questions that study participants were asked to consider. Participate in your own study with the same questions and see if your leadership skills advance. Ask: What are some of your proudest leadership moments? What qualities do you have that make you a good leader or will in the future? Think about who you aspire to be as a leader, then imagine everything has gone as well as it possibly could in this leader role. What does that look like? What effect do you want to have on your employees? Do you want to motivate them? Inspire them? Identify and develop their talents? What skills or traits do you have that can help with those goals?

Source: [www.news.ufl.edu/2021/04/best-leader-self/](http://www.news.ufl.edu/2021/04/best-leader-self/)

**Q. What is "upward bullying"?**

A. Upward bullying is a term that refers to subordinates who treat bosses with disrespect. Behaviors of "upward bullies" may include inappropriately correcting the boss, nagging the boss to obtain something they desire, or intimidating the boss in some manner to be the one who has the power and control in the supervisor-supervisee relationship. Regaining control in a supervisory relationship with an upward bullying employee requires reestablishing effective and appropriate authority by leveraging your assertiveness skills and obtaining assurances from next-level managers that your efforts will be supported. Often upward bullying employees establish relationships with next-level supervisors. These relationships may then be used to empower a bully's willingness to take more risks with inappropriate communications with the boss, as they may believe consequences for their behavior are unlikely given their friendship with this other manager. If you believe you have lost control of the supervisory relationship with your subordinate employee, contact the EAP to work on a plan for reestablishing an appropriate balance of the power in the relationship.