

EAP

Q. I am frustrated and angry with my employee for coming to work late. Sometimes, I lose my cool. However, I am not letting the employee get away with it. I encourage coworkers to confront the behavior. A fellow manager said I am an enabler. How so?

A. Enabling exists because you are failing to implement a strategic approach to resolving this problem, and the emotional and personal involvement prevents its implementation. When an employee exhibits unacceptable performance like poor work quality, tardiness, or conduct problems on the job, it is appropriate to confront it. Hopefully, things improve. The correct approach relieves you from the emotional involvement you have experienced. The EAP model allows you to step away from all the emotionality. Instead, you make the assumption that some personal problem or concern outside the employee's control drives the behavior. A ladder of progressive steps ultimately motivates the employee to get help. Talk to the EAP about these progressive steps. You will most likely be successful in getting your employee to accept help because, when properly implemented, the EAP intervention steps demonstrate to the employee that the organization will not permit an ongoing problem with attendance.



Q. I saw an online article that said bad bosses can make employees sick. What are they referring to, and exactly what boss issues affect employees most?

A. Studies show that 50% of employees have quit a job because of a bad boss. One study reported that 75% consider their boss a major source of stress, but most have no plans to quit. The health issue is stress. Here's a list of common complaints from a Harris Poll in order of severity: 1) not recognizing employee achievements; 2) not giving clear directions; 3) not having time to meet with employees; 4) refusing to talk with subordinates, 5) taking credit for others' ideas; 6) not offering constructive criticism; 7) not knowing an employee's name; 8) refusing to talk with people on the phone or in person; and 9) not asking about employees' lives outside of work. Nearly all of these fall in the realm of communication, and some you may find surprising. For example, employees want you to know more about them personally. Do any apply to you? Your EAP will help you become a champ on any of these issues.

Source: <http://interactauthentically.com/wp-content/uploads/2015/07/Interact-Report-V2.pdf>

UR Medicine EAP
496 White Spruce Blvd.
Rochester, NY 14623

(585) 475-0432
1-888-764-3456

Email:
EAP@urmc.rochester.edu

Website:
urmc.rochester.edu/EAP