

# MAYNEWS

## 2022

A worksite newsletter for supervisors provided by your Employee Assistance Program.

### Q + A for Supervisors

**Q. Is a “constructive confrontation” with an employee an interview that always includes mention of some potential disciplinary action to help motivate the worker to feel more urgency about making changes in performance?**

A. The term “constructive confrontation” has many definitions and applications in human interaction, but in the work setting it typically refers to a purposeful and planned meeting with an employee experiencing performance or conduct issues to motivate the worker to make improvements or desired changes. Although a constructive confrontation may utilize mention of disciplinary action, this is not a required element. Most employees perceive the supervisor to be a legitimate authority figure who has control or influence over the disciplinary processes. This is a dynamic of authority, and it is not overlooked by employees when confronted by supervisors. This dynamic is also helpful to instill motivation. Supervisors who socialize frequently with subordinates or are viewed by them as a friend may experience more difficulty in succeeding with constructive confrontations. This is because the dynamic of authority has eroded. Reasserting this authority can be tough because it requires choices that stress the friendship.



800.386.7055

<https://worklife.uprisehealth.com/>

Access Code: worklife



## Support & Resources

**Q.** I was discussing my employee's attendance problem when she mentioned that family issues were causing her lateness. She added that she would be contacting the EAP. I look forward to positive changes, but should I have done anything more?

**A.** Beyond following up later and affirming the positive changes in her attendance, the situation with this employee seems to have been handled well. This is a self-referral and a great example of how EAP's perform, but there are a couple of tips worth considering. Depending on the seriousness of this attendance issue, offering the employee the opportunity to use your phone or to call the EAP "now" from your office might be effective in helping ensure she does in fact use the EAP. It's the employee's choice, of course. The second is to be firm and supportive but clear that if the attendance problem does not change, then you will be considering the next steps in correcting the problem. This will also facilitate follow-through because a disciplinary step is implied without it being committed to it yet.

**Q.** I have been a department head overseeing dozens of other supervisors for many years. I think many don't see all the benefits that come with managing a more complete relationship with a worker beyond simple concerns about work output. What benefits accrue from more engaged relationships with employees?

**A.** As you point out, a more complete supervisory relationship with employees has many payoffs. Beyond focusing on quality or quantity of work, these payoffs include improved communication and a closer, more trusting relationship between the supervisor and employee. This reduces supervisor stress and negative emotions that create unwanted, unnecessary distraction when problems arise. Employees become more interested in their work, improve self-awareness, accomplish more goals, and experience improved job satisfaction, which can reduce turnover and loss of a valuable worker. Ultimately, proper employee management reduces conflict, too. Trust and respect between the worker and manager grow, and a collaboration develops that benefits the work unit. EAPs can help supervisors develop more engaged relationships with employees by helping analyze personnel problems, conflicts, and communication issues, as well as assist in finding creative approaches to help workers make changes that the supervisor can consider.



## The EAP can help.

Q. My department manager just informed me that one of my employees went over my head to complain. It made me look bad, and, frankly, I am upset. How should I intervene? The concern is related to a disagreement we are having about her job description. My boss hasn't said anything about the end-run.

A. End-running can be a problem among troubled workers, but it can also be a naïve decision by a new or younger employee without experience in understanding how hierarchical organizations function. End-runs are usually managed with two issues of concern: addressing the importance of the complaint (i.e. a harassment complaint, etc.) and the organizational problem of the end-run itself. Referring the employee back to the subordinate supervisor is a common response by the upper-level manager for issues that are not serious. Most end-runs are an irritation, but not calamitous. They are teaching moments for employees, and they can help the supervisor examine areas of improvement in conflict and communication management. Discuss with your employee the complications that result from an end-run. If your employee has more serious conduct issues making behavior difficult, then work with the EAP to help the worker improve conduct, attitude, and performance.

Q. What can supervisors do to help their employees correct performance more efficiently? I have often met with employees to discuss problems that need fixing, but I have later been surprised by what's been forgotten or not understood despite what appeared to be a well-communicated meeting!

A. If you have been a supervisor for any length of time, you have likely noticed how an employee may be very attentive in a corrective interview as you explain a problem, but later it is as though they were daydreaming the entire time they were looking you straight in the eye. You may have asked to have key points in the meeting repeated, but later the details are surprisingly overlooked. There are many reasons for this phenomenon, including attention deficit issues due to stress, fear, or even possibly depression or medical issues. It is common for such employees not to return later for clarification, fearful of the manager's response to their apparent lack of attention. For these reasons, practice putting problems in writing along with the key points needing attention. Doing so early when problems arise may eliminate the need for a meeting entirely. If a pattern of inattention remains, refer the employee to the EAP based on performance shortcomings.

800.386.7055

<https://worklife.uprisehealth.com/>

Access Code: worklife

Follow us: 



## Your EAP is here to help

### IS IT TIME FOR AN UPDATE ON YOUR WELLBEING CHECK?

In the Uprise Health platform, we use the Wellbeing Check\* to keep in touch with your levels of stress and wellbeing. This lets us better understand how you are doing and what you need.

The Wellbeing Check is a short list of 15 questions and only takes a few minutes to complete. After the Wellbeing Check, we show your new scores on wellbeing and stress within the Digital Platform.

#### What do we do with the Wellbeing Check?

Your answers and scores from the Wellbeing Check help us create a personalized care plan where we offer you the most appropriate services based on your needs at any given time. Care Navigators and any coach that you specifically sign up for within the platform will have access to your scores. They access your scores to help you find care and resources. We do not share your Wellbeing Check or scores with your employer or managers or anybody else at your company.

#### Why should you complete a regular Wellbeing Check?

Regular check-ins on your wellbeing play an important overall role in your wellbeing! Like physical checks, wellbeing check-ins can catch issues early before they become more serious. Frequently, people wait until their mental health and wellbeing has declined dramatically before we seek help. But, if we get help sooner, then we can improve our mental health before it starts impacting our personal life or work. We make sure that our Wellbeing Check is simple and doesn't take much of your time. We encourage you to think about how you are doing and give us the feedback we need to keep up with appropriate care.

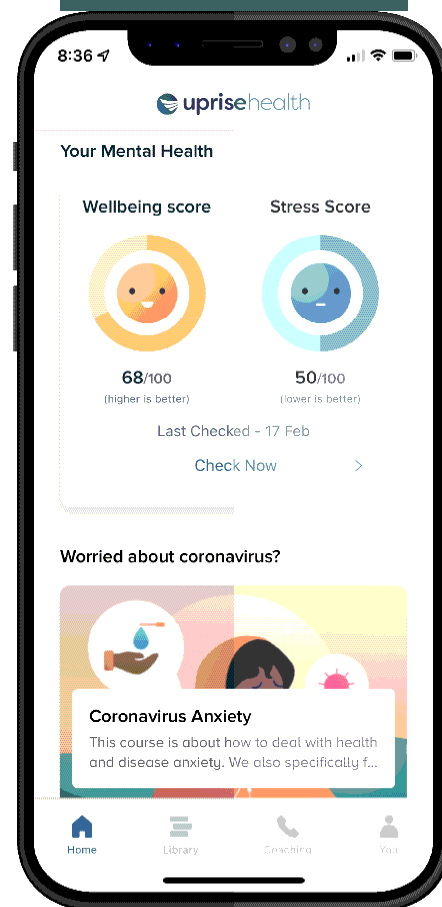
#### How often should I do a Wellbeing Check?

We ask that you complete the Wellbeing Check once a month. So, sign in to our Uprise Health Digital Mental Health Platform, which you can access here: <https://app.uprisehealth.com> or on your phone app. It will show you when you last checked in! If it was over a month ago (or close to a month ago), check in again.

It's easy to access within the platform—there is a banner on the home screen that shows your current scores with a button that says, "Check Now." Just click to re-check.

If you have not downloaded an app for your phone or signed up online, visit your member access page for more information.

\* The Wellbeing Check is made up of several validated scientific measures including the WHO5, PSS4, and Harvard Work Performance Questionnaire.



## Resources & Events



### *This Month's Mental Health Skill Building Webinar*

#### **Not Feeling Good Enough**

This course shows you steps to changing the personal standards that cause self-doubt and self-criticism.

**Join us for a 30-minute webinar and Q&A  
May 19, 2022 | 12pm PT**

<https://link.uprisehealth.com/may-webinar>

### *This Month's Personal Advantage Webinar*

#### **Addressing the Elephant in the Room: Grief, Illness, and Family Caregiving**

This webinar will provide practical advice on how to communicate, and request the support needed to balance work and home life, and provide guidance on the challenges of both the employee and the employer.

*The monthly webinars with Personal Advantage are available on the 1st day of each month and past topics are available for viewing at any time. To view the webinars, log into the Uprise Health member site with your assigned Access Code and click "Work-Life Services." Certificates of Completion are available by setting up a personal login and password within the Personal Advantage site.*

#### **Mental Health Awareness Month**

May is Mental Health Awareness Month. Mental Health Awareness Month was started in 1949 by Mental Health America (MHA), which was then known as the National Association for Mental Health. The purpose of Mental Health Awareness Month is to educate and raise awareness about mental illness, strategies for improving and working on mental health and wellbeing, and stigma around mental health conditions.