



UR Medicine EAP
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Website:
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 (\$3#XUPF URFKHVWHU HGX

4 0\ HPSOR\HH KDV EHHQ IRXQG VOHHS LQJ DW KLV GHVN VHYHUD
 TXHVWLRQ LV VKRXOG , DVN KLP WR VHH KLV GRFWRU RU UHIHU
 GLVRUGHU VRUW RI SUREOHP

\$ <RX VKRXOG UHIHU \RXU HPSOR\HH WR WKH (\$3 ,W¶V WKH DSSU
 UHFRPPHQGDWLRQ RU UHIHUUDO E\ \RX WR DQRWKHU VRXUFH RI K
 PXOOLQJ RYHU WKH SURSHU UHVRXUFH IRU \RXU HPSOR\HH HQWDI
 DYRLG DV WKH\ FRQVLGHU ZKDW¶V EHVW LQ KHOSLQJ HPSOR\HHV
 FRXOG EH H[SODLQH E\ D PHGLFDO SUREOHP EXW DOVR E\ PDQ\ I
 PHGLFDO FRQGLWLRQ UHIHUUDO WR WKH (\$3 RIIHUV WKH HPSOR\H
 (\$3 UROH ZLOO LPSURYH FRPPXQLFDWLRQ ZLWK WKH PHGLFDO SUP
 WKH HPSOR\HH¶V OLIH VFRRQGDU\ WR WKH VOHHS GLVRUGHU 7KL
 WUHDWHG DQG WKH HPSOR\HH ZLOO UHWXUQ WR VDWLVIDFWRU\ S

4 , KDYH EHHQ D PDQDJHU IRU RYHU \HDUV EXW RQH WKLQJ WK
 D GLIILFXOW WKLQJ WR PDQDJH EHFDXVH \RX FDQ¶W FDWFK FRQY
 PLQGV :KDW HOVH FDQ D VXSHUYLVRU GR"

\$ *RVVLSLQJ DQG RIILFH SROLWLFV PD\ EH KDUG WR FRQWURO E
 FDQ DOVR LQWHUIHUH ZLWK \RXU VXSHUYLVRU DXWKRULW\ GHFLV
 PRGHO DSSURSULDWH EHKDYLRU QRW SDUWLFLSDWH LQ WKRVH E
 /HW HPSOR\HHV NQRZ ZKDW \RX ZDQW DQG H[SHFW IURP WKHP UH
 JDWKHU \RXU HPSOR\HHV DQG DGGUHVW WKH LPSRUWDQFH RI UHV
 SROLWLFV \$OVR EH VXUH HPSOR\HHV IHHO WKH\ FDQ VDIHO\ FRP
 VR RIWHQ IXHOV ZRUNSODFH GLYLVLYHQHVV :KHQ \RX VSRW LQDS

S1 SkeSWdwe [f dYZf Si SkzFZ[eS'ea ZSeS fda` YVS_ bW[` YVWZFS] fa fZW73BStagf WgUSf[a` lSi SdWwE S` V
dWVX^La_ _g` [USf[a` dWagLUZ

Cz; ZShW af[UW ahWfZWWS defZSf W b^akWWS^_ aef g` [hWES^k fZ[`] fZSf fZWgbW hlead [ezagf fa YWfZW Š ad
[ezfSdW YfZW Ši ZW V[e]b[SckSuf[a` eSdW_ b/W WfWz: Sd'k WVVa fZV/SV_ [f fZSf fZV]bWAd_ S` UW
adLa` Vglfi SdS` fWSuf[a` efs] WZI ZSf V]b'S[` efZ[e]

3ZWhen employees face disciplinary actions, they naturally feel defensive. Feeling targeted or unfairly pursued by the supervisor helps protect the employee's ego and deflects responsibility and ownership for the behavior. It would be rare indeed for an employee to purposely do a poor job and then expect adverse consequences for it. Disciplinary actions therefore trigger strong emotions, including fear, and the need to search for someone to blame. This is particularly true if the employee knows of others with the same problem but they are not similarly held responsible. Also, it's possible an employee may lack self-awareness. Without self-awareness, it is tough to accept responsibility for performance issues. Employee defensiveness can make constructive confrontations difficult, but this is a good reason for supervisors to consult with the EAP so they can have assistance in formulating the right approach to confronting employees based on the circumstances.

C. ;f there is one thing; dread, its an employee coming to my office to tells

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EAP

Employee Assistance Program