

**Q. I have a new employee with whom I don't get along. The chemistry or temperament between us isn't right, and I'm afraid down the road that we are going to have conflicts. Can the EAP help?**

A. Your description of "bad chemistry" is one to explore with someone in your EAP. As you might guess, bad chemistry is not a mysterious occurrence. You are describing characteristics of personality differences that influence communication, both verbal and nonverbal. The important aspect of this problem is any resistance to trusting your employee. Trust is crucial to your achievement or to your work unit goals. You may be inclined to micromanage this employee's work. You may give less positive feedback about their work. You may be more naturally resistant to giving them attention, tending to ignore their contributions. Would you be inclined to avoid inviting this person to important meetings, have less empathy for their request for a raise, or criticize this person more? All of these issues can lead to turnover along with the other problems this sort of schism you are describing naturally creates. The EAP will help you examine the situation and arrive at a personal coping and change strategy that can guide you toward greater understanding and compatibility.

**Q. My employee, an extremely bright computer scientist, is facing administrative actions related to a poor decision regarding ethical behavior. How can the EAP help, or can it?**

A. The general guidance when it comes to almost any consideration of whether to use the EAP to help an employee is to simply make the referral. The EAP will then make the proper determination about what role it should play in helping your employee. Even if the EAP decides to refer your employee to another resource, follow-up is nearly always important, and therefore the EAP would play a part in this task. Employees with personal problems, especially those who over-use defense mechanisms like denial and rationalization, can be more prone to ethical lapses of judgment (lapses in their common sense). Your employee is smart, but is he or she level-headed and unaffected by personal problems that would make it more difficult to understand and assess a situation requiring a judgment-based decision? The specialized knowledge of being a computer

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