

Q. Can supervisors consult with the EAP about other things related to our role as a supervisor, even if the subject has nothing to do with managing a troubled employee?

A. Like any employee, the EAP is available to discuss and resolve problems you experi

Q. If an EAP referral is not a punitive program, why do employees become resistant to supervisor referral for job performance issues?

A. Although education and awareness about the EAP reduces the stigma associated with seeking help, understanding how employees react to constructive confrontations and referrals can help supervisors better manage resistance. When you confront an employee about job performance issues, a natural reaction is to deny or minimize the validity of your complaint. The complaint is viewed as criticism, and defensiveness is the response. Accepting the EAP referral is tantamount to agreeing with your complaint. Hence, the resistance. Employees may be defensive for other reasons, of course. These include fear that the program won't be confidential, fear of a permanent record of their participation, stigma, and experiencing anxiety over anticipated disclosure of a personal problem that the employee feels he or sh



Q. I have two very smart employees who are constantly in conflict with each other. I hesitate to refer them to the EAP to resolve their issues because I think they will manipulate the EA professional, who may not be a match for their ability to manipulate. Should I refer anyway?

A. Your employees may not be motivated to resolve their differences, at least not yet. Their sense of urgency to deal with the issues between them will not be greater than a consequence for remaining in conflict and interfering with workplace productivity. Like many supervisors, you hold significant leverage and the ability to influence them toward the goal all three of you share. The question is, how long will you continue to tolerate the problems between them? It is easy to unwittingly reinforce this sort of dysfunction between workers by asking for change, pleading, coaxing, and meeting in private to "get serious" but without truly holding workers to account. So without ta.1 (r)4.7 (s)-(a.l239(t) (ou)3.6 Ap)0.5 (t)3.6 (.-)0.6 (t)3.kiccoaholitia