



# THE SUPERVISOR/HR NEWSLETTER

**CUNY Work/Life**  
PRESENTED BY **DEER OAKS**

HELPFUL RESOURCES FROM YOUR  
EMPLOYEE ASSISTANCE PROGRAM

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## April Online Seminar

### *Compassion Fatigue: Increasing Resiliency*

Caregivers often take on the emotions of those they help or rescue. After understanding how compassion fatigue can develop, you'll learn specific strategies to reduce stress and to develop resilience.

Available on-demand starting April 18th  
at [www.deeroakseap.com](http://www.deeroakseap.com)

Helpline: 855-492-3633  
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## Upcoming Supervisor Excellence Webinar Series & Leadership Certificate Program

### *How to Motivate Your Employees*

Motivated employees are engaged and productive. This important session discusses research on employee motivation, identifies the three primary needs that employees seek to meet at work, and discusses management approaches to help create and maintain a motivated team.

Two available sessions:

Friday, April 21st, 1:00-2:00 PM CT

Register: <https://attendee.gotowebinar.com/register/6165037942678526724>

Monday, April 24th, 1:00-2:00 PM CT

Register: <https://attendee.gotowebinar.com/register/4177758636403661060>

Members that attend 5 out of the 6 webinars will receive  
Deer Oaks' 2017 Leadership Certificate.

# Retain Your Best People

Many managers and team leaders ask me how to deal with employees in a way that will maximize their potential, create loyalty and respect, and cut down on high turnover and destructive behavior in the workplace. The single most common reason people stay or leave an organization is based on the relationship they have with their direct supervisor. Therefore, the key is to show a keen personal interest in each person. Recognize everyone's uniqueness and find ways to allow that uniqueness to be expressed at work.

The following tips can be adapted to your particular situation.

- One-on-one Meetings.
- Build trust; have meetings in your office over lunch or coffee with each individual.
- Get to know your employees by asking about their career goals, even if you have to acknowledge that working at their present job may just be a stepping-stone on the way.
- Ask what opportunities for growth they might like in their job.
- Ask what part of their present job they enjoy the most. Find ways to give them more of those tasks.
- Ask if there is any part of their job they don't like. If possible, relieve them of the particular task. If not, help them find ways to make it more pleasant. Break it down time-wise. Build in rewards.
- Always recognize jobs well done; give bonuses, e.g. tickets to movies or other events, recognize the employee of the month, rewards for creative ideas, etc.
- Where possible, allow the employee to learn a new area of interest. Encourage that interest by sending them to a class, etc.
- Set up a mentoring system.

If each individual employee feels appreciated, they will more likely remain motivated to stay in an organization and consistently provide quality work that is aligned with the company's goals.

Source: Free Articles from ArticlesFactory.com

## ABOUT THE AUTHOR

*Dr. Dorene Lehavi, Ph.D. is principal of Next Level Business and Professional Coaching. She coaches Professionals and Business Partners. Contact Dr. Lehavi at [Dorene@CoachingforYourNextLevel.com](mailto:Dorene@CoachingforYourNextLevel.com) or on the web at <http://www.CoachingforYourNextLevel.com> and sign up for her free newsletter, Mastering Your Next Level.*



# Anxiety Disorders in the Workplace

Anxiety disorders are highly treatable, yet only one-third of those who suffer from an anxiety disorder receive treatment. Anxiety disorders are medical illnesses. They are chronic, relentless, and can grow if left untreated.

Most people feel a little anxious before a big speech, a job interview, or a visit to the doctor. Sweaty palms and butterflies in your stomach are normal reactions. Crippling fear, however, is not normal.

Having an anxiety disorder is not a sign of moral weakness. In fact, experts believe that anxiety disorders are caused by a combination of biological and environmental factors, much like physical disorders, such as heart disease or diabetes. The most common anxiety disorders are panic disorders, phobias, post-traumatic stress disorders, obsessive-compulsive disorders, and generalized anxiety disorders.

## Major Signs and Symptoms of an Anxiety Disorder

Although each anxiety disorder has its own distinct features, all include some degree of excessive, irrational, or ongoing anxiety or fear, and feelings of dread and terror. Specific symptoms can include:

- Sweating, trembling, nausea, and difficulty talking
- Painful, intrusive memories, or recurring nightmares
- Fatigue, headaches, muscle tension, muscle aches, irritability, or difficulty swallowing
- Persistent obsessive thoughts
- Intense feelings of panic and fear

## Tips for Employers

- Educate employees and managers about mental health disorders, including anxiety disorders. Encourage employees to seek care when they need it by educating the workforce that mental illnesses are real and can be effectively treated. Teach supervisors how to (and how not to) intervene appropriately by focusing on job performance.
- Promote the use of employee assistance and health programs. Early intervention is key. Remind employees of the availability of resources for staying healthy and productive. Ensure that employees know how to access care confidentially and quickly by providing information on how to do so in multiple places and throughout the year. Heavily push these messages during times of stress, at the holidays, and so forth.
- Integrate mental health educational messages in health communication strategies. Include content about anxiety disorders in company newsletters, on the intranet, and in other regular employee communication platforms.

*Source: Partnership for Workplace Mental Health. (n.d.). Anxiety disorders. Retrieved August 17, 2016, from <http://www.workplacementalhealth.org/>*

# Ask Your EAP!

The following are answers to common questions supervisors have regarding employee issues and making EAP referrals. As always, if you have specific questions about referring an employee or managing a workgroup issue, feel free to make a confidential call to the EAP for a management consultation.

*Q. I know the EAP is available to consult with me on troubled employees and how to effectively refer them to the EAP. What other types of consultative help are available to supervisors from the EAP?*

A. Beyond consulting with the EAP about performance issues and referrals, consider the EAP as an expert source of help and guidance in five additional areas: 1) Improving relationships you have with your employees by examining your leadership strengths, communication style, and any opportunities for improving these skills; 2) Discovering ways to engage individual employees and motivate them, based on your observations of their work habits and personality styles and thereby maximizing their productivity and job satisfaction; 3) Assistance for yourself in understanding how to better manage stress; 4) Help for difficulties you face in communicating, engaging, and satisfying the needs of upper management; and 5) Guidance in managing team communication, team development, and resolving conflicts among employees, especially where personalities clash.

*Q. Three employees went to the EAP in a group to complain about me. Will the EAP take what they say at face value or use whatever is said against me? The employees are all experiencing different performance issues. What do EAPs do in situations like this?*

A. It is not unusual for small groups of employees to visit the EAP to complain about a supervisor. Typically, these cases center on complaints about communication, supervision practices, anger issues, and unfair distribution of work. EAPs view these cases as opportunities to help employees and reduce workplace conflicts that could grow more severe. After a group interview, individual employee interviews typically lead to greater insights about the problem, issues within the group itself, individual employee needs, and unique concerns about each employee's relationship with the supervisor. Recommendations follow. The best outcome is reduced conflicts with the supervisor. For serious issues concerning management practices, the EAP would recommend employees to other internal organizational resources (e.g., human resources, procedures in the company handbook). Be assured that the EAP does not function as a human resources advisor, legal advocate, or business representative, or team up to lead a charge against the supervisor. To do so would damage the EAP's perceived value to supervisors, reduce utilization, and increase risk to the organization.

*Q. Our work unit is participating in a three-part workshop on diversity awareness in a couple of weeks. A few employees are grumbling about being asked to participate, but isn't this training an appropriate business activity?*

A. Your workforce is your organization's most valuable resource. Continuing education, awareness, and training all contribute to helping it maintain its value. Diversity fits this purpose, as would any other topic that could enhance its functioning. That's the business rationale. The 21st-century workplace is increasingly diverse, and where organizations or employees fail to appreciate the business case for diversity, they risk lower profits, conflicts, higher turnover, loss of customer loyalty, and the domino effect from dysfunction that flows from employee biases becoming prejudices that damage morale. Diversity awareness gives organizations a fighting chance to improve the cooperation between employees and instill the mutual positive regard critical to workplace harmony. Diversity awareness is not about forcing employees to change their beliefs, which is what will make employees grumble. Instead, diversity awareness is about understanding the critical role of respect and how important it is to value every worker, even with their differences, so job satisfaction is more likely.

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