

April 2018

The EAP informed me that an employee was a self-referral. A signed release of information was obtained so they could tell me that he attended a session. I am glad he self-referred because I was considering a formal referral for attendance issues at work. Should I still make one?

You could still make a formal supervisor referral. You could also wait to see if the attendance issues clear up. You may consider letting the EAP counselor know about attendance issues; however the release signed by your employee is obviously limited to attendance only. That means the counselor cannot share any other information. Regardless you are still able to manage your employee's performance. If attendance issues continue, you can initiate a formal supervisor referral, in which you can request more structured communication (but not clinical information) or take corrective action, as is appropriate.

I recently stopped paying attention to my phone in meetings with employees after one of them called me out on this behavior. I know...it's a bad habit! I am amazed that I actually feel anxious when I don't check it. Can EAP help?

Congratulations for acknowledging your faux-pas. Many of us have witnessed this and other questionable tech engagement (such as returning emails, texts, etc.) in meetings. Anyone can be guilty of these types of off-putting behavior. When leaders "phub" (Phone + Snub) it sets a negative precedence and the risks are high including loss of employee trust and decreased engagement. As you've discovered being overly attached to your smartphone can create distress. If use of your smartphone causes problems, that despite your best efforts you can't stop, contact your EAP provider. You may want to check out this less-than-scientific, but humorous quiz on smartphone addiction: <http://www.quizony.com> (search "smartphone"). It is a good awareness builder. Also, see the study: www.baylor.edu (search "boss phone snub") for more information on this topic.

As a manager I struggle with decision-making. I seek the opinions of my team because I secretly fear being wrong. Gathering opinions takes time and often causes a lengthy delay on tougher calls. How can I make decisions faster, better and with less team-involvement?

There are many reasons people hesitate to make decisions. Fear of being wrong is one. In your role you are responsible for making decisions; it will be helpful for you to better understand what's behind your fear. It could have to do with any of the following reasons: 1) perfectionism, 2) fear of disapproval, and 3) over-analyzing. An EAP counselor can help you understand what may be driving this fear and work with you to find a decision-making process that works better for you.