

Q. I struggle with interpreting employees' personal problems. How do I remain focused on correcting the behavior?

A. Supervisors sometimes wonder how to avoid discussions with employees that lead to examining underlying personal causes to work performance issues. Here's one approach of many: No matter the performance issue, approach the conversation focused on describing the performance issue and point out its adverse impact. Don't ask why the behavior is occurring. Instead, let the employee react to your concern.

If you are asked, "Would you like to know why?"

The "why" is often a segue to an explanation that may cause you to postpone accountability.

But, if a personal problem is mentioned, recommend seeking UR Medicine Employee Assistance Program (EAP) for support rather than attempt to remedy it alone. Even, if your employee does not reach out to EAP, you may still witness improved performance.



UR Medicine EAP

179 Sully's Trail
Suite 200
Rochester, NY 14534

(585) 276-9110

Email:

EAP@urmc.rochester.edu

Website:

urmc.rochester.edu/EAP

Q. I read an article about how only 18% of employees love their jobs and the rest are unmotivated, looking to quit, or simply feeling stuck and "going through the motions." What is the "Great Detachment"? What can supervisors do, and how can the EAP help?

A. The "Great Detachment" is a workplace trend where employees are emotionally disconnecting from their jobs (Gallup, 2024). Only about 18% of employees are engaged, meaning they feel committed, enthusiastic, and loyal to their job and employer.

Consult with your EAP about the unique aspects of your workplace and strategies to connect with staff. Younger workers, frontline staff, and remote staff are at higher risk for disengagement. Regularly one on one check ins with your employees to discuss needs, goals, and how work can be more enjoyable can help employees remain engaged or create opportunities to motivate them.

Source: [The Great Detachment: Why Employees Feel Stuck](#)

Q. In what ways can supervisors utilize EAP for their own private support needs?

A. EAP provides support to supervisors in several ways. Here is a brief list of some ways EAP can help:

1. Seek confidential counseling for personal needs
2. Receive support in crafting language to talk about communication improvements with upper management

3. Learn stress management tips
4. Seek guidance on approaching employees struggling with performance issues
5. Receive recommendations on handling difficult situations and improving workplace conflicts.

Q. In the past, I've recommended EAP to my employees, and it's been perceived as punishment. I think it is partly stigma, but what can I do as a supervisor to minimize the negative perception?

A. EAP counselors are skilled at putting clients at ease and establishing a helping relationship that facilitates personal disclosure. The stigma attached to, or fear of mental health usually dissipates at this point. Employees experiencing conflict with supervisors for lengthy periods of time may naturally feel a recommendation is a punitive step. A work culture where EAP is never mentioned and its information is out of sight may experience more stigma and fear that EAP is not confidential, beneficial, or free.

Here are some tips you can implement to minimize the perception:

- Regularly promote EAP in staff meetings
- Reiterate assurances about confidentiality and free services
- Display [EAP's weekly blog](#) content in common areas
- Play [EAP's health bites seminars](#) in your staff longing areas
- [Schedule a supervisor consult](#) with EAP for a personalized approach
- Invite EAP to present a [wellness workshop](#) to improve employee wellbeing