I am trying to do a better job at delegating work. Are there any important points about delegating assignments to employees that help ensure work will be done with superior results?

When supervisors delegate, they often neglect a few key points needed to make delegation a process of growth, not just an assigned task. Your goal in delegating is to get work accomplished and also to expand your employee’s capabilities. Unless key steps are taken, many problems can ensue with delegation, the most significant of which is the inability to let go of control. Instead of monitoring progress, you are compelled to meddle and thereby frustrate your worker. To help ensure better delegation:

1. Explain the assignment and what you anticipate as a successful or satisfactory outcome.
2. Explain the importance of the assignment to the organization, its bottom line, and how your employee will grow from the experience.
3. Monitor to show an interest in the outcome but monitor less on the details of the project.
4. Make sure your employee has everything needed to produce the expected outcome—resources, accountability, authority, etc.

I believe everyone should contribute to and maintain a positive work culture. How can I help my employees play this positive role?

The first steps to building a positive work culture begin with the employer and flow down from the top where all levels of management practice behaviors that line staff model. There are many components of a thriving positive work culture, but supervisory staff do have influence in helping their employees buy into positivity. It’s been shown that positive work cultures tend to be easier to come by in flatter organizations where the up and down movement of information and ideas is not as slow or encumbered by bureaucracy. This highlights a key strategy you can employ to influence your employees: promote easier communication, faster communication, and the personal modeling of behaviors that support a positive work culture.

Is it appropriate for me to place in our company’s break room brochures or mental health information on topics such as depression, anxiety disorders, alcohol problems, etc.? Would this interfere with the EAP’s mission or role?

Encouraging employees to get help for personal problems is a good thing, but supplying mental health literature is not part of the supervisor’s role. To do so would diminish use of your IMPACT Solutions EAP and organization’s investment in it. There is also a risk issue. Mental health literature usually includes next steps, referral sources, and self-treatment ideas. It leaves the EAP out of the picture. Remember, your policy recognizes the EAP as the official source for referring employees to help. Without EAP motivational counseling, assessment, follow-up, and consideration for the demands of the job, the treatment experience can be undermined. Talk to your IMPACT Solutions representative about their recommendations. Some literature may be appropriate, especially if the EAP is mentioned as the referral source in it.

To connect with services call 800-227-6007
Log onto to our website at www.MyImpactSolution.com
Other than “what to say” and “how to say it,” what is the most important thing supervisors can do to improve the likelihood of employees accepting supervisor referrals to the employee assistance program?

One important thing is to avoid accidentally reinforcing common myths and misconceptions about EAPs. No matter how well an employee assistance program is promoted, or its confidentiality ensured, misunderstandings about EAPs will occur. For example, avoid any indication that you are basing the referral on your belief in the existence of a psychological problem. (Myth: Going to the EAP means I have a psychological problem.) Be hopeful and positive. (Myth: A supervisor referral is a preliminary step to disciplinary action.) Keep the focus on performance and how employee assistance professionals help employees improve performance. (Myth: The EA professional will force me to answer personal and intrusive questions.) Let the employee know that information discussed with their EAP counselor is confidential and will not be found in their personnel file. (Myth: Going to the EAP will be a promotion-killing black mark on my record.) For additional assistance with the IMPACT Solutions’ Formal Management Referral Process, contact your Account Manager at 800-227-6007.

I have two employees who don’t get along. It’s starting to create friction within the department. I don’t want battle lines to be drawn among the others. This is my last shot to end the problem, but how and when do I involve the EAP?

Personality conflicts can lead to quarrelsome relationships. They typically do not respond to classic attempts at problem-solving and negotiating like other workplace conflicts. Ending the quarrelsome pattern requires self-discipline and resolve because it has typically become habitual. The warring parties must believe management is determined to take action if the two employees do not. That’s your most important role if the pattern of behavior you are describing is long term and you unwittingly enabled it by counseling, threatening, and not following through. These problematic dyads often follow a progressive path: mini-crisis, counseling or pleading by supervisors, periods of calm, and a repeating cycle. Make employees aware that change is nonnegotiable and that you are committed to an administrative or disciplinary solution to help the employees change if they don’t make progress. This message may instill the needed sense of urgency. The EAP can assist at any point along the way.

To connect with services call 800-227-6007
Log onto to our website at www.MyImpactSolution.com

Important Notice: Information in FrontLine Supervisor is for general information purposes only and is not intended to replace the counsel or advice of a qualified health professional. Any similarity to actual events/people are purely coincidental. For further help, or to access IMPACT Solutions, call 800-227-6007. The FrontLine Supervisor is copyright protected by DFA Publishing LLC, 2016.