





Engaging Managers with Challenging
Employees and Situations: Building a
Partnership


	<p>Dan Pitzer LCSW, LCADC, CEAP Merrill Lynch EAP October 17, 2008</p> <p>Engaging Managers with Challenging Employees and Situations: Building a Partnership</p>
	

	Building a Partnership
	Mission of EAP
	<ul style="list-style-type: none">■ Management Consultation is Bread and Butter of EAP and Key to our Future■ Learn the Corporate Culture■ Embed EAP in the Culture■ Influence the Culture
<small>Employee Assistance Program</small>	

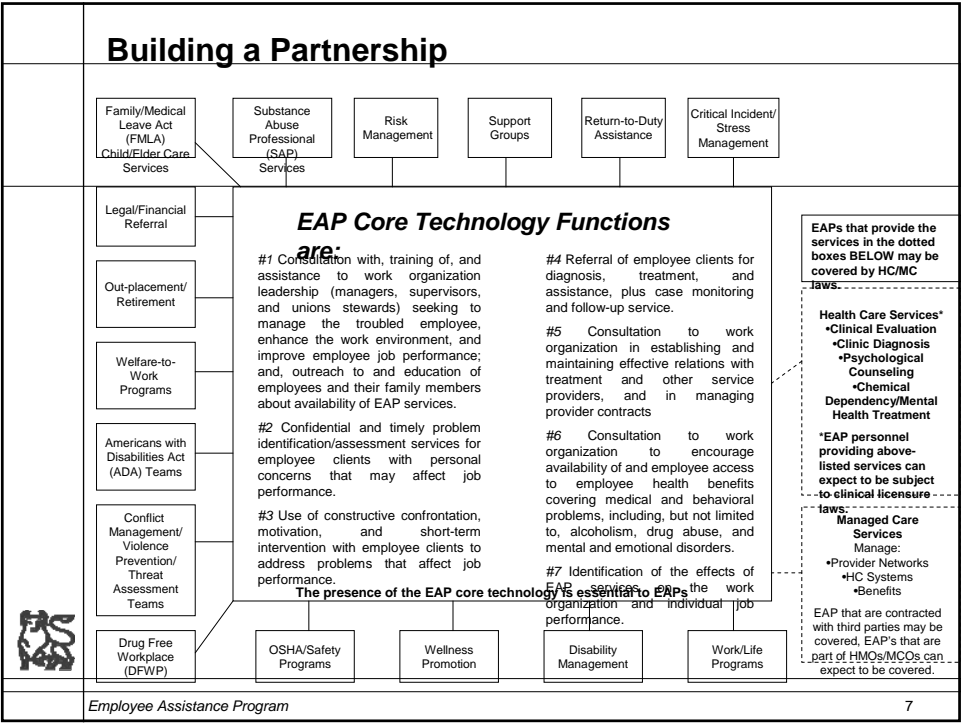
	Building a Partnership
	Objectives
	<ul style="list-style-type: none"> ■ Examine Corporate Culture ■ Examine Management Consultation as Key Role of EAP ■ Profile Different Types of Managers ■ Profile Different Types of Employees
	
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	Building a Partnership
	Objectives
	<ul style="list-style-type: none"> ■ Examine Bad Combinations ■ Identify Challenging Employee Situations ■ Look at Strategies to Engage Managers to Utilize EAP as a Support with Challenges
	
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	Building a Partnership
	Organizational Culture
	<p>Definition:</p> <p>An organization's culture consists of some combination of practices, assumptions and values that organizational members share about appropriate behavior.*</p> <p>Task: align innovation with a specific culture</p> <p>Goal: embedding innovation into culture</p> <p>*Cooke & Rousseau, 1988; Gordon & DiTomaso, 1992, Schein, 1992</p>
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	Building a Partnership
	Cultural Analysis*
	<ol style="list-style-type: none"> 1. What 10 words would you use to describe your company? 2. Around here, what's really important? 3. Around here, who gets promoted? 4. Around here, what behaviors get rewarded? 5. Around here, who fits in and who doesn't? <p>*Hagberg, 1998</p>
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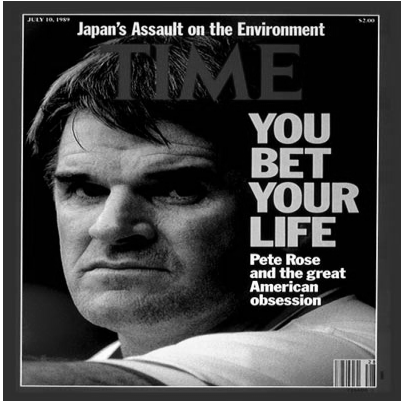
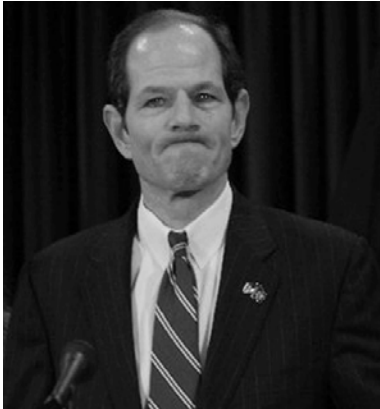
Building a Partnership	
The Nuts and Bolts of EAP	
<div></div>	<p>#1 Consultation with, training of, and assistance to work organization leadership (managers, supervisors, and unions stewards) seeking to manage the troubled employee, enhance the work environment, and improve employee job performance; and, outreach to and education of employees and their family members about availability of EAP services..</p>
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	Building a Partnership
	“Account Executive” Role Effort
	<ul style="list-style-type: none"> ■Identify needs of employees ■Identify needs of business ■Learn the business ■Vet Community Resources and Tailor to the specific population ■Develop relationships with business leaders and HR
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	Building a Partnership
	“Account Executive” Role Result
	<p><i>Be a business person first and a clinician second</i></p> <ul style="list-style-type: none"> ■HR and managers will call you for consult ■EAP will be seen as a partner in the business
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	Building a Partnership
	Manager Types
	<ul style="list-style-type: none"> ■ Over involved with Employees Personal Issues ■ Under involved or not Caring ■ Hesitant to Confront Behavior ■ Good intention, short on insight - blindsided
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	Building a Partnership
	Employee Types and Situations
	Obvious Addiction 
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	Building a Partnership
	Employee Types
	Not so Obvious Addiction
	<div></div>
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	Building a Partnership
	Employee Types
	Bipolar Episode
	
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	Building a Partnership
	Employee Types
	Difficult Personality 
	
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	Building a Partnership
	Manager and Employee Mismatches
	<ul style="list-style-type: none">■ Over involved Manager and Addicted Employee■ Hesitant Manager and Difficult Personality■ Over involved Manager and Difficult Personality (the Drama)
	
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	Building a Partnership
	Boundaries!
	<ul style="list-style-type: none"> ■Personal and Professional ■Managers role and EAP role ■EAP: We Do Drama!
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	Building a Partnership
	Whose Role is it?
	<ul style="list-style-type: none"> ■Diagnose Problem? ■Confront Employee about behavior? ■Link employee with resources? ■Provide accommodations for employee before rehab? ■Monitor employees progress in treatment? ■Set performance goals for employee? ■Monitor employee performance?
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	Key Points
	<ul style="list-style-type: none"> ■ Learn the business ■ Use Examples to Introduce EAP to Business Leaders ■ Get Face Time with Key Business Leaders, Managers, HR, Legal ■ Emphasize Consultation Role, Be Confident (be strategic, flexible, balanced between compassion and impact to business, blah
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	Building a Partnership
	Key Points
	<ul style="list-style-type: none"> ■ Clarify and set Boundaries with Managers about your role and their role ■ Involve HR (Whether they like it or not) ■ Follow up, Follow up, Follow Up <ul style="list-style-type: none"> >Managers >Employee >HR ■ Influence the Culture (using good business sense solidifies business partnerships
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	Building a Partnership
	Thank You
	
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	Building a Partnership
	References
	<p>Cooke, R., & Rousseau, D. (1988). Behavioral norms and expectations: A quantitative approach to the assessment of organizational culture. <i>Group and Organizational Studies</i>, 13, 245-273.</p> <p>Detert, J.R., Schroeder, R.G., & Mauriel, J.J. (2000). A framework for linking culture and improvement initiatives in organizations. <i>Academy of Management Review</i>, 25, 850-863.</p> <p>Hagberg, R. (1998). <i>Corporate Culture: Telling the CEO the Baby is Ugly</i>. www.hcgnet.com</p>
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	Building a Partnership
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