



The Frontline Supervisor

Helping You Manage Your Company's Most Valuable Resource – Employees
Solutions Employee Assistance Program 1-800-526-3485

Q - *My employee complains about feeling “disrespected” by a coworker. She describes her coworker’s “nasty” tone of voice, “condescending” non-verbal behavior, and other non-verbal “rudeness.” Clearly documenting her complaints has been difficult.*

A - Your employee is complaining of an offensive or hostile work environment that you may need to investigate and resolve. If you’ve had difficulty grasping details of the complaints so you can confront the other worker, try the following approach. Start by referring your distressed employee to the EAP for help with the negative effects of this behavior and guidance in documenting her complaints for your use in a possible confrontation or corrective interview with the aggressing employee. The uncivil behavior your employee describes is, unfortunately, common in work groups. It is aggravating to managers and detrimental to productivity. Admittedly, it can be difficult to pin down because it is often subtle, passive, and designed by the aggressor to be interpreted by the coworker. This makes it easy to deny to those who try to intervene. A key step in resolving such behavior is the supervisor insisting that it stop.

Q - *My employee signed a release for certain information to be turned over to me. I think this information should be given to two or three other managers. Can I go ahead and contact them and provide it?*

A - You should not disclose information to other persons that has been provided to you by the EAP without the employee’s permission. The employee can give you this permission directly, or the EAP can arrange for additional releases with the employee’s written consent. The latter is the preferred approach. Employees rely strongly on the confidential nature of the employee assistance program. If you pass along information without permission, you violate the employee’s privacy and make the EAP appear unsafe as a resource for employees to turn to for personal problems. Act to protect the perception of the EAP as a confidential resource for those who use it. The quality of this perception represents the true value of the program and its ability to be useful and cost-beneficial to your organization.

Call Solutions EAP for free, confidential consultation regarding an employee you may want to refer to the EAP: 1-800-526-3485.

Solutions EAP is a program of Behavioral Health Connecticut, LLC

The Top 10 Qualities of an Excellent Manager

An excellent manager taps into talents and resources in order to support and bring out the best in others. An outstanding manager evokes possibility in others.

1. Creativity

Creativity is what separates competence from excellence. Creativity is the spark that propels projects forward and that captures people's attention. Creativity is the ingredient that pulls the different pieces together into a cohesive whole, adding zest and appeal in the process.

2. Structure

The context and structure we work within always have a set of parameters, limitations and guidelines. A stellar manager knows how to work within the structure and not let the structure impinge upon the process or the project. Know the structure intimately, so as to guide others to effectively work within the given parameters. Do this to expand beyond the boundaries.

3. Intuition

Intuition is the capacity of knowing without the use of rational processes; it's the cornerstone of emotional intelligence. People with keen insight are often able to sense what others are feeling and thinking; consequently, they're able to respond perfectly to another through their *deeper understanding*. The stronger one's intuition, the stronger manager one will be.

4. Knowledge

A thorough knowledge base is essential. The knowledge base must be so ingrained and integrated into their being that they become *transparent*, focusing on the employee and what s/he needs to learn, versus focusing on the knowledge base. The excellent manager lives from a knowledge base, without having to draw attention to it.

5. Commitment

A manager is committed to the success of the project and of all team members. S/he holds the vision for the collective team and moves the team closer to the end result. It's the manager's commitment that pulls the team forward during trying times.

6. Being Human

Employees value leaders who are human and who don't hide behind their authority. The best leaders are those who aren't afraid to be themselves. Managers who respect and connect with others on a human level inspire great loyalty.

7. Versatility

Flexibility and versatility are valuable qualities in a manager. Beneath the flexibility and versatility is an ability to be both non-reactive and not attached to how things have to be. Versatility implies an openness – this openness allows the leader to quickly *change on a dime* when necessary. Flexibility and versatility are the pathways to speedy responsiveness.

8. Lightness

A stellar manager doesn't just produce outstanding results; s/he has fun in the process! Lightness doesn't impede results but rather, helps to move the team forward. Lightness complements the seriousness of the task at hand as well as the resolve of the team, therefore contributing to strong team results and retention.

About the Submitter:

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9. Discipline/Focus

Discipline is the ability to choose and live from what one pays attention to. Discipline as self-mastery can be exhilarating! Role model the ability to live from your intention consistently and you'll role model an important leadership quality.

10. Big Picture, Small Actions

Excellent managers see the big picture concurrent with managing the details. Small actions lead to the big picture; the excellent manager is skillful at doing both: think big while also paying attention to the details.

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