



Employees—  
Your Most  
Valuable  
Resource

# Frontline Supervisor

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Employee Assistance Program, 1638 Elwell Street, BLDG 6236 Fort Carson, CO 80913 719-526-2196

■ **I got angry at an employee with poor performance, and I'm sure I was pretty intimidating. How can I keep my emotions under wraps in the future? Do I need anger management counseling?**

To reduce your risk of becoming angry in a performance counseling session, spend time planning the meeting and what you want to focus on. This will help you create the proper mind-set. A lack of structure will predispose you to act emotionally because of your feeling that you have little control over the process. This feeling will be made worse if your employee is provocative or shows indifference. Avoid feeling pressured by time in such meetings. This adds to your anxiety. Maintaining a constructive tone and a calm, professional demeanor flows from proper planning, not from the practice of anger control techniques. However, if a pattern of anger reveals itself in such meetings, contact the EAP.

■ **How are employees negatively affected by my not dealing with an underperforming employee? Over the years, I've held off dealing with some sub-standard performers, often "long-timers" with nonproductive work habits. I backed off because others seemed to pick up the slack.**

It's stressful confronting employees and dealing with poor performers, especially longtime employees who may suddenly question why after so many years you are now "picking" on them. However, not doing so will create larger problems. When you send a nonverbal message to other workers that your expectations are not very high, outstanding workers who typically perform well with little supervision can succumb to a nonverbal message that you will accept mediocrity. As a result, they may not perform at their peak level because you apparently don't care. Your best workers may have high standards or may work for anticipated future rewards, but they naturally respond to the standards and expectations that the organization sets. You undermine this productivity dynamic by letting some workers just get by. Not expecting the best of your employees will engender a work unit characterized by malaise and morale problems. Consult with the EAP to help you plan an effective approach.

■ **It's difficult initiating conversations that an employee will find alarming and disappointing — things like dismissals, transfers, moving an office, reduction in hours, or other shockers. My**

Recognizing the problem of procrastination indicates you're halfway to solving it. Procrastination is the number one roadblock and compounding issue that makes any difficult conversation more stressful and is the best predictor of an undesirable reaction. Almost universally, difficult conversations are delayed for one reason: waiting for the perfect time. (Example: It would be easier to tell an employee their job was being eliminated after he or she won the lottery.) To make difficult conversations easier, don't delay. It is not necessary to rehearse in front of a

**problem is procrastination. How do I act sooner?**

mirror. More helpful is knowing the answers to all the questions your employees might ask. This will reduce your anxiety the most. If you feel overwhelmed by the prospect of the meeting, meet with the EAP to process your concerns, fears, or guilt. You'll feel more empowered, and you'll be better prepared to be of help to your employees, regardless of their reactions.

**I am a new boss and would like my employees to consider me a good one. I am not charismatic, but what can I do? How can I act to inspire and motivate them to believe in me and follow me as a leader?**

**Charismatic leaders** typically demonstrate strong beliefs and are passionate about work goals. They imagine magnificent outcomes that their peers often consider unattainable. However, their genuineness and passion inspire others. This level of enthusiasm is infectious, creates engaged workers, and contributes to a positive work unit. This is what employees want. They want to be excited, and they want leadership demonstrated. You can adopt this leadership style without charisma. Commit yourself to your role and aim high. Seek input from outside resources, mentors, and personal sources of inspiration so that you can pass this energy on to your employees. This is crucial. If you remain a manager who is open-minded, teachable, and hungry to learn, and you are excited to share that energy with others, then you'll have a hard-working, dedicated team that will talk about you in positive terms for years to come.

**Sexual harassment in the workplace has been around forever, and most employers have policies that point out the illegality of it as well as the consequences for perpetrators. Is there anything new to know about this age-old unacceptable behavior?**

**Just when it seemed** that employers were getting the upper hand on sexual harassment, along came technology, and with it came new risks. Prevention training is important, but supervisors should also play an active role and intervene where appropriate to curtail behaviors that could constitute sexual harassment. There simply is no substitute for this role. New risks are posed by instant messaging, blog posts, Facebook chats, emails, text messaging, Twitter, LinkedIn, and other social media sites. These tools allow instant ir retrievable communication, which naturally increases the risk of sexual harassment in daily communications. However, education may be working, because according to the Equal Employment Opportunity Commission (EEOC), the total number of claims filed for sexual harassment has decreased each year since 2010. On the other hand, the number of total claims filed by men has increased to about 17.6% of total filings. Meanwhile, the dollar value of financial awards to victims has risen dramatically. For the latest statistics, go to [www.eeoc.gov](http://www.eeoc.gov) and type "sexual harassment charges 2013" in the search bar at the top.

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The FT. Carson Employee Assistance Program is a *free* service available to Department of Army Civilian Employees, active duty-spouse and family members, and retired military and eligible family members. The program offers short-term screening, intervention and referral services, crisis intervention, worksite intervention, consultation services, a wide variety of trainings, and reintegration assistance.