

Manager/Supervisor Training Video Support Guide

*Helping People be
Better at Work*



FIRST SUN



FIRST SUN

Corporate Offices:
2700 Middleburg Drive
Suite 208
Columbia, S.C. 29204

Phone: 800-968-8143

Fax: 803-799-3772

Website: www.firstsuneap.com

TRAINING SUPPORT GUIDE for the VIDEO:
"Consultation Services for Managers and Supervisors"

CONSULTATION SERVICES FOR MANAGER AND SUPERVISORS

“Consultation Services for Managers and Supervisors” is a video which outlines how First Sun EAP can be used as a resource for your organization’s management team. This video is available in both VHS and DVD formats. First Sun EAP hopes that you use this video to train managers and supervisors to actively use the EAP when working with problem personnel. When the EAP is used as a management tool, workers have an additional resource to help them get back on track and managers and supervisors have an additional resource that helps to make their jobs easier.

INTRODUCTION:

Organizations may well know the benefits of having well trained leaders (reduced risk, improved performance, lower turnover, being the employer of choice, etc). To help your organization attain these goals, First Sun wishes to partner with you to facilitate a training program that will be most effective for your management team members.

First Sun has a range of options that are available to help you facilitate the best use of services that produce well trained leaders. You may choose to use this guide to familiarize your management team with the management tools First Sun offers which are at their disposal. Or, you may choose to have a First Sun Consultant present this material in person in order to be available for discussion and questions. Other services such as skills assessment and coaching or establishing an internal or external leadership institute have proven to be effective and are available to you as well.

No “one” plan is good for every company. We understand your organization is unique and your time is valuable. The best plan depends on what your time allowances and overall needs are.

If your organization has several management issues to tackle or you want to fine-tune your management operations, First Sun consultants are available to do an audit/assessment and consult about a targeted plan for your organization. This and many other trainings designed to enhance organizational functioning are available to your organization. Call First Sun at 1-800-968-8143. A First Sun consultant will be happy to discuss with you a plan that best fits your needs.

This guide may be used by Human Resources or other appropriate leadership within organizations that actively use the EAP as a managerial tool.

This support guide contains four training activities. These supplemental activities are easy to facilitate and reinforce the information contained in the video: “Consultation Services for Managers and Supervisors”.

TRAINING VIDEO SUPPORT GUIDE

SUPPLEMENTAL TRAINING ACTIVITIES

1. **Discussion Questions:** The questions contained in this guide are designed to prompt discussion among management concerning the personnel issues they may face, what these issues are costing the organization and how the consultants at First Sun EAP can be of assistance. Awareness and discussion of issues is the first step toward behavior change.
2. **Role Plays:** The role plays contained in this guide are designed to present two scenarios managers will face when using the EAP as a management tool for their personnel. Role plays give managers and supervisors the chance to rehearse confronting problem personnel and referring them to the EAP. One role play concerns a worker who agrees to work with the EAP and the other role play is about a worker who refuses. These scenarios assist managers in preparing their responses and plans when faced with either scenario.
3. **Quiz:** The quiz contained in this guide is a short 10 question quiz covering the main ideas presented in the video. The ideas presented are the ones that make the most difference in your organization's bottom line personnel costs. You may choose to give the quiz before viewing the video and again after viewing the video. Using the quiz in this manner helps to solidify the key points.
4. **Personal Worksheet for Managers and Supervisors:** One of the challenges in any training program is for participants to transfer what they have learned into their everyday behavior. The last supplemental activity is a personal worksheet designed to aide participants in the process of transferring what they have learned into their everyday supervisory practices. This worksheet is a quick tool for prompting managers and supervisors to immediately begin developing a plan for their own personnel problems.

OTHER USES FOR THE VIDEO

The video, “Consultation Services for Managers and Supervisors” along with an online training and test module is accessible through our website at: www.firstsuneap.com. You may choose to have managers and supervisors view this online video and complete the module as an annual refresher, when new management personnel come on board or as a remedial tool for struggling managers or supervisors. Once the online module is successfully completed, participants receive a certificate of completion.

Presenter: First Sun EAP consultants are available 24/7 to answer any questions you may have regarding the video, or presenting a training session on the consultation services offered. In addition to the video and activities listed, a follow-up management brochure and First Sun business cards are available for participant’s future reference.

DISCUSSION QUESTIONS:

1. The video stated that 90% of attendance problems, job performance concerns and coworker conflicts come from just 10% of personnel.
 1. Is this true for your company?
 2. If not, what is true for your company?
 3. Is the percentage higher or lower?
 4. What do you think about where you as a company are compared with the commonly found 90/10 rule?
2. These same 10% are also at high risk for accidents, worker's comp claims, elevated health care costs, charges of harassment or discrimination and even threats of violence. What are some reasons why this may be the case?
3. These same personnel also affect:
 1. Morale Whose morale may be affected? How? What are some examples?
 2. Productivity Whose productivity may be affected? How? What is the impact on the organization?
 3. The bottom line In what ways do they affect the bottom line?
4. The video suggests that managers and supervisors automatically know who their problem workers are.
 1. Mentally identify your problem workers.
 2. List the problem behaviors they bring to the workplace.
 3. What are these behaviors costing you? Their coworkers? The organization?
5. The video suggests that sometimes good managers and supervisors avoid confronting their problem personnel.
 1. What are some reasons why this can be the case?
 2. What are the dangers and costs of avoiding confrontation, both to the individual worker and to the organization?
6. The video suggests that consulting with someone about problems is helpful.
 1. How can the consultants at First Sun EAP help when you are faced with performance problems?
 2. How do the consultants at First Sun EAP help managers/supervisors with personnel problems?

DISCUSSION QUESTIONS CONTINUED...

7. Suppose there is someone you have in mind who appears to be heading for trouble with performance problems. He or she is not there yet, but you see it coming.
 1. Is it appropriate to suggest the EAP without making a workplace referral or using disciplinary action? (Although not stated in the video, sometimes at the first hint that a personal problem may affect work performance, it would be appropriate to suggest the EAP.)
 2. What is the difference between suggesting and referring? (A suggested referral means the worker calls on their own. Their involvement with the EAP is personal and confidential. A direct referral from management results in the employee being referred to a risk manager who will follow up with you regarding their work performance and progress.
 3. Discuss examples of when suggesting the use of vs. making a referral to the EAP would be appropriate.

ROLE PLAYS:

Following are two scenarios supervisors can role play. Both scenarios portray a supervisor confronting a worker about performance problems and referring the worker to the EAP. In the first scenario the worker agrees to participate. In the second scenario the worker refuses to participate.

Note: Each scenario is on a separate page for ease in making copies.

- **INSTRUCTIONS FOR SCENARIO #1 REFERRING TO THE EAP –** When the employee agrees to participate.

Note to Presenter: Choose two participants to play out the scenario. Afterwards, process with the group:

1. What did the supervisor do that was effective?
2. What are some other strategies for dealing with this problem?
3. Discuss what procedures and documentation would be appropriate in following your organization's disciplinary process.

- **INSTRUCTIONS FOR SCENARIO #2 REFERRING TO THE EAP-** When the employee refuses to participate.

Note to Presenter: Choose two participants to play out the scenario. Afterwards, process with the group:

1. What did the supervisor do that was effective?
2. Since the employee refused to participate in the EAP, what is the next step?
3. What plan would you put into action if things do not change?
4. Discuss what procedures and documentation would be appropriate in following your organization's disciplinary process.

* Also Discuss: The manager or supervisor is responsible for overseeing the performance of their workers. When a worker's performance suffers, offering the worker the opportunity to meet with an EAP consultant is a management tool to help get that worker's performance back on track. Participating in the EAP is the worker's choice, however if nothing changes, further disciplinary action is appropriate.

ROLE PLAY #1

Referring to the EAP – When the worker agrees to participate:

Worker: Pat

Problems at home are causing you to lose sleep at night. Because you are fatigued and have so much on your mind, you have been getting burned-out at work. You are tired of work, you are tired of your co-workers and everything and everyone has begun to annoy you. Even your supervisor irritates you when he asks you to do something. He sat down with you last month and confronted you about your attitude. You wish people would just leave you alone.

- Play your part “in character” and be sure to have a bad attitude.
- Your supervisor, Mitch, will be confronting you and has made a workplace referral to the EAP.
- Give him a bit of a hard time, but eventually agree it would be good for you to talk with a consultant about what has been getting to you at home.



Supervisor: Mitch

You have known Pat for ten years. Pat does a good job but her attitude lately has been causing problems. Pat has conflicts with several team members and they are beginning to complain to you about Pat. You too have become frustrated with Pat. Lately every time you ask that something be done, Pat has an attitude about the request. She either rolls her eyes or has a sarcastic remark. She ends up doing what is asked and does a good job, but her attitude is still a problem because of the co-worker conflicts. Last month, you sat down with her and confronted her about her attitude.

Nothing has changed. Now you plan to confront Pat again this time with a written warning. In addition to the written warning, you have made a workplace referral for Pat to meet with an EAP consultant about her performance problem.

- State specifically how her attitude is a problem.
- State specifically what you expect from her in the future: “I would recognize improvement if I saw...”
- Let Pat know you have made a workplace referral for her to the EAP and how the EAP can help her make a plan to get back on track.
- No matter what, respectfully stick to your guns and let Pat know the consequences if there is no change in her attitude.
- Let her know when you will get back together to reevaluate her performance.

ROLE PLAY #2

Referring to the EAP- When the worker refuses to participate:

Worker: Bob

You are chronically late for work. You never seem to be able to get up on time. There is always something that makes you late; the dog gets loose, you have car problems, your kids miss the bus, you forget something and have to go back home to get it. You know it is a problem and expect that eventually you are going to get into trouble at work, but these are things that you just can't help. You are only human after all.

- Your supervisor, Sue, is going to confront you about your tardiness.
- Be sure to stay “in character” and have lots of excuses for your tardiness.
- Sue has made a workplace referral to the EAP. Decline to go. Assure Sue that you can handle this on your own.



Supervisor: Sue

Bob is chronically late. He always seems to have some kind of excuse. You have talked with him about this in the past, but it has become such a regular occurrence that you have to write him up.

- Confront Bob about his tardiness. Let him know that you have talked with him in the past and have seen no change so you are giving him a written warning.
- State specifically how many times Bob has been late and specifically what you expect from him in the future: “I would recognize improvement if I saw...”
- Let Bob know that you have made a workplace referral for him to the EAP and how the EAP can help him make a plan to get back on track.
- No matter what, respectfully stick to your guns about your expectations for change and let Bob know the consequences if he continues to be tardy.
- Let him know when you will get back together to reevaluate his performance.

Support Guide Supplemental Activity - QUIZ:

Following is a 10 question quiz that covers topics discussed in the video.

Note to Presenter: Some presenters give the quiz in a written format or prefer to discuss the quiz orally with the group.

The answers are:

1. d
2. e
3. d
4. e
5. e
6. c
7. a
8. b
9. All are true and should be circled.
10. b

Note to Presenter: The quiz is on a separate page for ease in making copies.

TRAINING VIDEO QUIZ

1. What percentage of personnel cause 90% of workplace problems?
 - a) 5%
 - b) 30%
 - c) 50%
 - d) 10%

2. These workers are at high risk for:
 - a) Accidents.
 - b) Worker's comp claims.
 - c) Harassment or discrimination charges.
 - d) Threats of violence.
 - e) All of the above.
 - f) None of the above.

3. If a worker has been a problem for some time but has never received any kind of disciplinary action, what could happen?
 - a) His/her performance could get worse.
 - b) Morale with other team members could become a problem.
 - c) If a major problem or crisis occurs with this worker, it could be difficult to terminate him or her because of absence of documentation.
 - d) All of the above.
 - e) None of the above.

4. Even the best managers and supervisors sometimes avoid confronting problem employees because:
 - a) They fear legal risk.
 - b) They find the disciplinary process uncomfortable.
 - c) They hope things will get better on their own.
 - d) They view the poor performance of workers to be a failure in leadership on their part.
 - e) All of the above.

5. First Sun EAP consultants can help managers and supervisors:
 - a) Decide whether to terminate a worker.
 - b) Develop a specific plan for dealing with a problem worker.
 - c) Mentally and emotionally prepare for confronting a worker.
 - d) A and B.
 - e) B and C.

TRAINING VIDEO QUIZ

6. First Sun EAP consultants can help workers with workplace problems by:
 - a) Giving them an “out” or an excuse for their behavior.
 - b) Providing them with therapy because they have “issues.”
 - c) Helping them develop an action plan to get back on track at work.
 - d) All of the above.
 - e) None of the above.

7. First Sun EAP consultants work with managers and supervisors to continue to monitor worker performance until the issue is resolved.
 - a) True.
 - b) False.

8. Workers who participate in the workplace referral process:
 - a) Always get back on track.
 - b) Get back on track 70% of the time.
 - c) End up getting fired.
 - d) Always resent being referred.
 - e) None of the above.

9. Circle which of the following statements are true:
 - a) The success of the manager or supervisor’s department is his or her responsibility.
 - b) The overall performance of each worker is the manager or supervisor’s responsibility.
 - c) Providing workers with tools to improve their performance is the manager or supervisor’s responsibility.
 - d) A workplace referral to an EAP consultant is a tool to help workers improve their performance.
 - e) The choices each worker makes are his or her own.

10. A workplace referral to the EAP is a positive tool to provide in place of issuing a disciplinary action.
 - a) True.
 - b) False.

PERSONAL WORKSHEET FOR MANAGERS AND SUPERVISORS

Personal Worksheet for Managers and Supervisors

1. Who are my problem workers?
2. Specifically what are the work place problems?
3. What are these behaviors costing me? Their coworkers? The organization?
4. What concerns do I have about confronting these problems with the worker?
5. What will be my next steps?