

Sky Rocket EAP Utilization Almost Overnight And Gain More Support from Top Management Like You've Never Seen Before—Guaranteed.

Dear Colleague,

Here's the information package you requested. Within days of distributing the free issue enclosed (or the copy you received by e-mail), your supervisors will start managing difficult employees differently. They are going to refer them to the EAP more often.

You and I both know supervisors are holding on to troubled employees. At the same time, top management is asking about utilization. No problem. You're utilization is about to climb because your EAP is now complete with a publication that builds relationships with decision makers while it boosts utilization.

This newsletter is the "missing link" to a complete EAP.

FRONTLINE SUPERVISOR was designed by EAP experts to be read by supervisors—never tossed aside. It's packed with clear, concise, and useful information in just two pages. And it's written in an easy-to-read, question-and-answer format designed to appeal to busy supervisors. Thousands of supervisors in thousands of companies read *FRONTLINE SUPERVISOR* monthly. *FRONTLINE SUPERVISOR* has presented nearly 800 questions and answers on how to use the EAP and EAP-related topics of managing troubled employees since 1994. And there hasn't been a repeated a question/answer yet.

Relax, FrontLine Supervisor is on the Job

Don't worry about not conducting enough training for supervisors anymore, or having only one or two chances per year to reach supervisors. With *FRONTLINE SUPERVISOR*, you will communicate regularly with supervisors throughout the year. They will know you are there, and they will begin to "think EAP." And they are going to love you for distributing this unique publication.

But, don't take my word for it. Just read a few of our dozens of testimonials on the next page. Almost every testimonial I use is unsolicited, and I am betting that you will send me one before too long.

You are welcome to contact any of these EAPs or dozens of others listed on the web site at EAPtools.com. Most are members of the Employee Assistance Professionals Association. Some of them have subscribed to *FRONTLINE SUPERVISOR* for 14 years and wouldn't go a month without it.

They will tell you that *FRONTLINE SUPERVISOR* has made the difference in the success of their EAP by increasing supervisor referrals. That's because our material is targeted so directly to the needs of supervisors, that they think someone is reading their minds.

"Thanks [for your newsletter], I can't tell you how much our client companies appreciate what you are writing. Always a big hit with managers we work with and very helpful for them! Keep up the good work."

**David Worster, Director
NH EAP Collaborative
Concord, New Hampshire**

"Every month I tell my clients, 'This is a particularly good issue, and every month it truly is! This is a great resource. Thank you so much.'"

**Elizabeth Robinson, LMFT, CEAP, Manager, Employee Assistance Program
University of Connecticut Health Center
Farmington, Connecticut**

"The FRONTLINE SUPERVISOR is like putting out my own newsletter without any of the headaches."

**Ted Walker
Walker Northwest EAP
Portland, Oregon**

"The FRONTLINE SUPERVISOR is an excellent resource for the EAPs that BHA provides."

**Ginny Kich, Manager of Behavioral Health
Behavioral Health Advantages, Inc.
Peoria, IL**

"Our clients find the FRONTLINE SUPERVISOR to be an excellent source of timely, concise, and valuable information –keep it coming!"

**Joseph Lemmon, LCSW-C, CEAP, President
JSL Consulting Group,
Baltimore, Maryland**

"Keep up the good work! The FRONTLINE SUPERVISOR answers the questions our customers never knew they had!"

**Adriane Scherrer, Executive Director
Partnership EAP, Inc.
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"Well prepared...and so appropriately presented for expanding the supervisor's knowledge of the broader application of EAP principles."

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"The FRONTLINE SUPERVISOR is our most effective tool for helping managers and supervisors in our client companies. They tell me they keep each issue and refer back to them."

**Ted Larrison, LCSW, CEAP, EAP Manager
Southern Hills Counseling Center
Jasper, IN**

The *FRONTLINE SUPERVISOR* is the Solution!

The focus of the *FRONTLINE SUPERVISOR* is supervisor problems and using the EAP as an effective, pro-people management tool. It includes professional development information drawn from hundreds of sources and experience inspired by workplace professionals like you.

next page ...

Use the Subscriber Input Hotline ...

All *FRONTLINE SUPERVISORS* subscribers have access to the "Subscriber Input Hotline" found at EAPtools.com. There is nothing like it anywhere. Use it to suggest content for future issues. Suggest what you would like to see in *FRONTLINE SUPERVISOR* and I will strive to include it. Share the issue and I will formulate the Q & A. I have never failed to write about a suggested topic within a couple issues.

Management will say, "Wow, I didn't know EAPs did this."

Here's another guarantee: I guarantee your boss or management will say, "This is an awesome tool—keep it coming! If they don't, will refund every cent you paid, no questions asked. But don't worry, I guarantee a full refund at anytime during the year, should you decide *FRONTLINE SUPERVISOR* is not for you.

Simply put, your internal or external EAP will achieve maximum visibility with the *FRONTLINE SUPERVISOR*! And you will reduce the risk of behavioral crisis in your organization or the organizations you serve.

How It Works

You distribute the *FRONTLINE SUPERVISOR* each month (or whatever frequency you choose because you can save articles, and pick and choose as you go.) A ready-to-go proof copy is sent to you in advance in the your chosen format. There's no limit to how many copies you can make or distribute, as long as they are the supervisors you officially serve.

E-mail *FRONTLINE SUPERVISOR* to every supervisor or human resource managers representing your contacts. Discuss articles and ideas with your key contacts. You will stay involved and visible – precisely what you need to help prevent loss of your program.

If you are an EAP provider, make sure you add the *FRONTLINE SUPERVISOR* to proposals. You are guaranteed to add a competitive edge. Definitely don't be the EAP without *FRONTLINE SUPERVISOR*.

Here's the Best Part—Price.

The price of *FRONTLINE SUPERVISOR* is low but the value is high. A full subscription is only \$675 per year for 12 monthly issues.

If you want *FRONTLINE SUPERVISOR* ready to go with your logo, name, and phone number on it, you can elect a personalized PDF, MS Word, or MS Publisher file sent to you for a small additional charge. You can also easily do this yourself because the newsletter is editable.

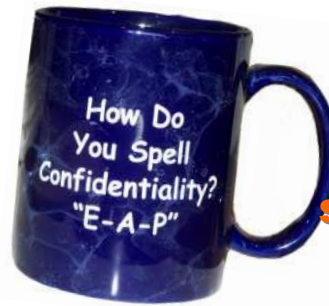
If don't choose this option, still let me set everything up for you free. Later, simply copy and paste the nameplate graphic to each subsequent issue to create a great looking customize copy. (I know what looks good, so let me use my experience to you. No need to fumble around making something perfect. I'll do it in minutes.)

BONUS: Send payment using the enclosed order form and I will send you one of my Confidentiality EAP Mugs. See below! Keep the mug, even if you decide to cancel later!

Sincerely,



Daniel A. Feerst, MSW, LISW-CP
Founding Publisher/Editor-in-Chief



**FREE with
your paid
subscription!**

P.S. I talk to EAPs each month that are closing. Why? Low utilization and low visibility. Not among employees, but definitely among management. Please, please don't be one for them this year. I am absolutely guaranteeing that you will reach more supervisors, increase your EAP utilization, bond to supervisors like glue, while increasing your effectiveness FrontLine Supervisor.



Employees—
Your Most
Valuable
Resource

Frontline Supervisor

■ **I am a skeptic who believes that alcoholics can't learn to quit drinking. Aren't success rates from treatment programs overblown? My father drank until his last days, and there were a lot of incidents that should have motivated him to quit.**

Your experience underlies your belief that alcoholics can't be treated successfully, but in fact, successful treatment is common. There are millions of treated, abstinent, recovering persons. An impressive demonstration of alcoholism's treatability is the U.S. Federal Aviation Administration's management of more than 1,500 alcoholic airline pilots over the past thirty years. The vast majority have been successful in treatment, which means they completely abstain from substance use. The program has been independently studied and found to have an 85% success rate. The key is rigorous follow-up and support for the participants. Once a pilot is treated, the program permits a return to the job after abstinence and participation in recovery for a defined period of time. As with most chronic illnesses, relapses sometimes occur. Participating pilots aren't necessarily terminated but are evaluated to determine whether they can reestablish their recovery programs.

■ **My employee has adult attention-deficit hyperactivity disorder (ADHD). I know this because the employee told me. Unfortunately, his symptoms are very evident. He has a doctor, but if he is taking medication, it's not having much effect. Can the EAP help?**

Make a supervisor referral to the EAP based upon the performance issues you have documented. Take your focus off the ADHD diagnosis. With this approach you will see faster improvement because the EAP can address the reasons underlying the problems you're witnessing. Adult ADHD is not simply a medication issue. There are two important components of ADHD: the condition itself and the psychological impact of the person's failed attempts to adjust and compensate for symptoms. Both of these issues must be addressed by treatment professionals. Stress, substance abuse, poor self-esteem, and depression can all be indirectly associated with ADHD. Procrastination, for example, a possible symptom of ADHD, may contribute to a host of personal problems. These problems could lead to still more problems associated with family and relationship issues. As you can see, there is a lot for the EAP to explore.

■ **Holiday party invitations from employees are being distributed, and my fellow managers and I are discussing**

Your concern indicates that you should perhaps decline attending some of these events. Many supervisors do not understand the importance of their reputations and the significance of the influence they wield. These are vital tools of enormous benefit to productivity. In a real sense, they are "assets" paid for by the employer, sometimes over many years. They

whether we should attend the events. Some of these employees have pretty rowdy parties. Others are very low key. Do you have any advice for managers regarding socializing with subordinates at such events?

can be undermined easily and permanently through a phenomenon known as “familiarity” with employees. When you join with employees so they get to know the “real you” at “let-your-hair-down” events, you jeopardize rather than enhance the effectiveness of your relationship with them unless there are exterior controls in place (organized off-site team-building events, etc.). It is usually naïve to believe the opposite is true. The most important relationship that you have with your employees is the one that serves your employer best. Use this as a reference point when deciding whether to attend a social event. You will develop good instincts for which ones to avoid.

■ I have many young employees working for me. Most are in their middle or late teens. They are loud and defensive when confronted. Going to an EAP to address personal problems is probably never going to happen, right? What advice can you offer supervisors with employees in this age group?

Do not underestimate the willingness of the most stubborn teen employee to seek help from the EAP. Your belief is the only roadblock standing in the way. An informal recommendation to use the EAP may go unheeded, but performance problems will eventually force the threat of job loss if you are determined to put a stop to them. Motivated teens are no different from any other employees in wanting to preserve employment. Most will take their chances at the EAP before suffering job loss. Like adults, most have at least a fuzzy understanding of what behaviors contribute to their problems. Defensiveness and a tendency to project or place blame on others is characteristic for their age group, but don’t let this fool you into thinking they can’t be motivated to seek help for their own benefit.

■ Some of the employees I supervise are struggling financially. My building trades staff (painters, carpenters, etc.) could benefit from side jobs like fixing my house, painting, or gardening work. Is offering personal work a problem as long as I keep it “strictly business”?

Don’t do it. Although it is tempting to have your employees perform tasks at your home, there are many landmines associated with this common supervisor blooper. Your motivation is to get work done at your house, despite your stated interest in helping them. That is where you will place your priority in the different relationship that will exist outside the workplace. But this is only the beginning of the conflict-of-interest problems. Your switching roles between supervisor and employer can easily affect your performance management decisions and it will taint the decisions employees make on the job. Ultimately your employer is the one at risk because both you and your employees are placed in a situation where they are motivated to act in a way that is no longer impartial—the essence of a conflict-of-interest relationship.

NOTES

Since 1994 – The Best Way to Stay in Front of Supervisors

Get More Supervisor Referrals

Guaranteed

Tactical support for supervisors on the frontlines in any organization



- Written and inspired by issues brought to EAPs by supervisors
- Increases your EAP utilization, visibility, and value
- 12 monthly two-page issues... ready to copy, upload, and distribute IMMEDIATELY
- Priced low and licensed for unlimited reproduction

Frontline Supervisor is always a PERFECT FIT for your EAP. Multiple formats available.

- ✓ Edit it!
- ✓ Customize it!
- ✓ Brand it as your own!

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Joseph Lemmon, LCSW-C, CEAP
President The JSE Consulting Group

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Ted Lamson, LCSW, CEAP, EAP
Manager Southern Hills Counseling Center Jasper, IN

"The FrontLine Supervisor will increase the skills of supervisors and they will love and look forward to receiving the publication each month or we will refund 100% of the price you paid for your subscription."

Daniel A. Feerst
Founding Publisher



YES!

I want to educate supervisors all year, keep our EAP utilization rate high, and maintain a solid relationship with management! Start our subscription to *THE FRONTLINE SUPERVISOR* (12 issues for \$675!) along with my choice of options below.

FORMAT OPTIONS: Hard copy only MS Publisher Word text only PDF
 Imprint on PDF (Add \$100): _____

EAP Name _____ Phone Number _____

Name: _____

Title: _____

Organization: _____

Address: _____ Email: _____

City: _____ State: _____ ZIP: _____ Phone: (____) _____-

Visa MasterCard AmEx _____ Exp. Date: _____ 3-digit CVC: _____ (back of card)

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WHAT YOUR COLLEAGUES ARE SAYING ABOUT FRONTLINE SUPERVISOR!

"Since July, 1998, I have distributed (via e-mail) The FrontLine Supervisor to my management clients. I have received much positive feedback and I remain impressed with the information's accuracy and applicability regardless of the type of business or clientele served. I commend this newsletter for your consideration."

David G. Wertz, Psy.D
Licensed Psychologist
EAP Coordinator

Thanks for making the FS switch to an e-version for us. It has really improved our ability, and our customers' ability to distribute the FS. We get regular feedback from our customers about how much they like the FS."

Catherine Bruns, Director
Hawaii Employee Assistance Services

"Thanks [for your newsletter], I can't tell you how much our client companies appreciate what you are writing. Always a big hit with managers we work with and very helpful for them! Keep up the good work."

David Worster, Director
NH EAP Collaborative
Concord, NH

"Every month I tell my clients ...'this is particularly good issue' and every month it truly is!" This is a great resource. Thank you so much.

Elizabeth Robinson, LMFT, CEAP, Manager, Employee Assistance Program
Division of Occupational and Environmental Medicine
University of Connecticut Health Center
Farmington, CT

"I distribute THE FRONTLINE SUPERVISOR to all my contracts every month. It has helped me stay in touch with the supervisors and has increased referrals to our program."

Barry Wyrich
Employee Alternatives, The Stevens Center
Carlisle, PA

"The FrontLine Supervisor is like putting out my own newsletter without any of the headaches."

Ted Walker
Walker Northwest EAP
Portland, OR

"The U.S. Coast Guard is an 'operational service'. My supervisors can read THE FRONTLINE SUPERVISOR in 10 minutes. They learn how to keep their people working at full throttle!"

Jody Burcham
EAP Coordinator, U.S. Coast Guard
Kodiak, AK

"THE FRONTLINE SUPERVISOR is an excellent resource for the EAP's that BHA provides."

Ginny Kich, Manager of Behavioral Health
Behavioral Health Advantages, Inc.
Peoria, IL

THE FRONTLINE SUPERVISOR has been an added asset to our company - I'm told most supervisors look forward to receiving it every month."

Bill Walker, President
Recovery EAP & Consulting

"Our clients find THE FRONTLINE SUPERVISOR to be an excellent source of timely, concise, and valuable information - keep it coming!"

Joseph Lemmon, LCSW-C, CEAP, President
The JSL Consulting Group

"...We distribute THE FRONTLINE SUPERVISOR monthly under our own letterhead and have had numerous calls of appreciation for this added service."

Mark Derbyshire, Director
Carilion EAP
Roanoke, VA

"This is the most employee assistance appropriate newsletter I have ever seen. Thank you for a job well done."

Barbara Sheffield
EAP Program Director
Santa Barbara, CA

"Keep up the good work! THE FRONTLINE SUPERVISOR answers the questions our customers never knew they had!"

Adriane Scherrer, Ex. Director
Partnership EAP, Inc.
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"Well prepared...and so appropriately presented for expanding the supervisor's knowledge of the broader application of EAP principles."

Floyd L. Hansen, Ex. Director
EMPAC, Inc.
Wichita, KS

"My supervisors look forward to receiving their copy of THE FRONTLINE SUPERVISOR and they make copies for their second line supervisors. The articles are timely, concise, and appropriate!"

Joy Janssen, Program Director
SAVE EAP
Santa Barbara, CA

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Ted Larrison, LCSW, CEAP, EAP Manager
Southern Hills Counseling Center
Jasper, IN

"(DFA's Alcohol & Other Drugs At Work) training program along with THE FRONTLINE SUPERVISOR makes our EAP program unique and provides consistent ongoing information to client companies and our EAP counselors."

Gil Garcia, Executive Director
Concerned Associates
Menominee, MI

"A supervisor who is not well informed on the rules of work is a ticking time bomb in the workplace. THE FRONTLINE SUPERVISOR is an excellent resource for keeping supervisors informed on the limitations placed on their workplace behavior and utterances."

Dick Bickerton, Founder, EAP Resource Center (deceased)
International Employee Assistance Professionals Association
Arlington, VA

"I think THE FRONTLINE SUPERVISOR is an excellent idea."

K.M., Manager
(Midwest Desk Manufacturing Company)

"THE FRONTLINE SUPERVISOR puts managers in touch with what's going on with difficult employees."
Cornell Fuller, EAP Coordinator
Proctor & Gamble Co.

"Neat Q & A format - very relevant for workplace leadership!"
Andy Visser, CEO
Connections, Inc.
Rock Valley, IA

"THE FRONTLINE SUPERVISOR has been an effective tool for us in developing materials for supervisors."
Beth Gilley, Executive Vice President
Employee Assistance Service, Inc.
McLean, VA

"...a terrific way to connect with supervisors and reinforce EAP concepts and to share relevant workplace information!"
Bill Weant, Coordinator EAPs,
Tri-County Mental Health Center
Salisbury, NC

"We currently use 'The FrontLine Supervisor' and it is very popular with our corporate clients. Thanks for a great publication!"
Barbara Hatfield
Partnership, EAP, Inc.
Middletown, OH

"Thank you again for providing this wonderful service. I have been extremely pleased and impressed with the support and information received."
Dr. Nancy Gup
Gup & Associates, Inc.
Atlanta, GA

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Frontline Supervisor



■ **How can I support employees who remain after downsizing? Many relationships were lost, and grief and anger exist. Will this situation eventually right itself? Perhaps I should make myself scarce because I represent management, the target of their anger.**

Do not make yourself scarce. You have the ability to influence employee attitudes and improve morale by what you say, do, and don't do. If employees are angry and upset, you will ratchet up their feelings of resentment by avoiding them. Likewise, coping with your stress by hiding out will also backfire. Healing will take time, but remember that you and your employees want the same thing—a happier workplace. With that in mind, get closer to your employees by accepting in the short run their view of themselves as survivors. As a manager, you take center stage after downsizing, and employees are waiting and watching to see if you demonstrate compassion and understanding. This is crucial to their recovery. Employees can then move to the next stage of adaptation and acceptance of change. Never declare that employees should “get over it.” Discuss with the EAP how to encourage activities that rebuild the feeling of commitment workers have toward the organization.

■ **I feel insecure about my position. I don't seem to be able to get my point across to upper management, gain their acceptance for my ideas, or satisfy them. Can the EAP help me?**

Many supervisors struggle with uncertainty about their abilities and relationships with management. EAPs can help because they observe best practices in communication and become sensitive to the nuances of work culture. They provide tips, techniques, guidance, and “know-how” to help supervisors improve their effectiveness. So give the EAP a try. You may discuss many topics like how to analyze issues from upper management's perspective or how to use empathy to deepen your understanding of the boss's outlook. You may discover which part of your operation management cares about the most, what pressures they face, and how they define success. You may learn to avoid mistakes like bringing only ideas and excitement to a meeting, to avoid making assertions without proof, and also to not take the rejection of your ideas personally but rather as a challenge to discover missing pieces that will help you win acceptance of your ideas.

■ **My employee does not follow through on assignments that I delegate. When I ask why, the employee says it is**

It's not hard to determine whether you are delegating work to your employee or simply piling on tasks that you need done. Many supervisors do not know the difference. Employees often do, as signified by their reaction to what (and how) things land in their laps. Ask yourself if the assignment you are delegating frees you up to do what matters most. Do

“busywork.” I want to refer this individual to the EAP, but I’m open-minded. Perhaps I have delegation all wrong. How do I know for sure?

you spend time training and motivating employees regarding the assignments given to them? If you’re just anticipating a due date, that’s not delegation. Delegation will test your communication skills. Encouragement; delivery of praise for a job well done; and provision of tools, resources, and authority are often necessary in the delegation process. What about goals, timetables, and expectations? Have you explained the importance of the assignment and how you will measure success? With delegation, *both* you and your employee grow from the experience.

■ I gave a copy of my documentation (a list of issues) to my employee and made a referral to the EAP. The employee became upset when I said the list had already been faxed confidentially to the EAP. Is this just manipulation?

Consider your EAP policy and the steps your organization wants you to follow when making a supervisor referral. Obviously the employee was taken aback, but sending your documentation to support the rationale for the referral is consistent and customary with the EAP process. Even so, you want employees to feel motivated to participate in the EAP, so sending the information after your meeting, even though you don’t need permission, is probably a better way to go. Remember, an EAP without information from the supervisor relies solely upon what the employee-client reports. Let the EAP know about this reaction because it will help the EAP to set the employee at ease at the first appointment.

■ Can you describe in simple terms how to meet and confront an employee with performance problems so the interview is effective?

Meet with your employee in private about the issue or concern. Describe what happened from your perspective. Never become agitated or aggressive with your employee. Ask the employee for his or her account or explanation of the behavior, action, or performance shortcoming. Inform the employee about the negative effects of the performance issue on productivity and on the workplace. Ask the employee if there is anything else that explains the continuation of performance problems. Provide feedback or make a statement regarding what is commendable about the employee’s performance. (This piece is often overlooked by supervisors, but can motivate employees to improve performance.) Inform the employee that his or her current performance is not acceptable. Describe what you want done differently, what must change, and when those changes must occur. Let the employee know the ultimate outcome if performance does not change or improve. Remind the employee about the EAP or incorporate a supervisor referral as appropriate.

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