COUNSELING OR CONSULTATION
MEETING THE NEEDS OF STRESSED-OUT MANAGERS

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CONSULTATION (N)

Early 15c., "a mature deliberation"

THE ESSENCE OF EAP

• Micro and Macro
• Reactive and Proactive
• Self-Promoting

Consultation, training of, and assistance to work organization leadership (managers, supervisors, and union officials) seeking to manage troubled employees, enhance the work environment, and improve employee job performance. EAP Core Technology 1
A SAFE HARBOR

• A Peek Behind the Curtain
• Power Dynamics
• Family Dynamics
• Keeping It Real

PUTTING THE COUNSEL IN COUNSELING

• Advice; opinion or instruction given in directing the judgment or conduct of another.
• It Feels Good to Talk
• Question their answers
• “This feels like a plan.”
• Levelling the Playing Field

WHY THEY CALL

• Employee Relations
• Employee Performance
• Critical Incidents
• Strategic Planning
• Fit-for-Duty
• Is It Me or Them?
WHEN THEY CALL

Before taking disciplinary action
As part of a PIP
Prior to termination
In response to a critical incident
After it's too late

MANAGER “HEAL THYSELF”

IMPORTANT QUESTIONS

• Did you come from within or without?
• Did you come up through the ranks?
• Did you inherit someone else’s problems?
• How many “toxic people” do you have?
• Do you have the support of your leaders?
THANKS, BUT NO THANKS.

• Team building exercises
• The “we’re a family” analogy
• Satisfaction surveys
• Time management studies
• Slogans
• Open door policy

CAVEAT MEDIATOR

• When 2 is a crowd.
• Personality or system clash?
• This is not couples counseling.
• Divide and conquer

“If you want to make everyone happy, don’t be a leader, sell ice cream” – Steve Jobs

• You can’t motivate people to do things, you can only demotivate them. The primary job of the manager is not to empower but to remove obstacles. Scott Adams
• The less people know, the more stubbornly they know it. OSHO
• People will always be tempted to wipe their feet on anything with ‘welcome’ written on. Andy Partridge
• A camel is a horse designed by committee. Sir Alec Issigonis
• No good deed goes unpunished. unknown
FOOD FOR THOUGHT

1. They’re not problem children, they’re problem adults.
2. It’s not you, unless it is.
3. Supervise others, manage yourself.
4. The “employee whisperer.”

THANK YOU!

The right hat makes all the difference!