



## PROBLEM SOLVING WITH MY TEAM

**Problems with co-workers, complaints, and personal problems that employees drop on me (or my desk) are the part of my job as a middle manager. Sometimes I snap at employees when they walk in and deliver their problems. How do I better manage this process so that it's not so stressful where I feel like the boss and not a social worker?**

Your description of the issues that frustrate you, lead me to suspect two things. First, you know that supervisors and team leaders reporting to you need to resolve some issues on their own. And second, you really don't like or perhaps don't feel qualified, to "fix" complicated interpersonal disputes. Both you and your supervisees may

find the following six-step process helpful:

1. First, coach the speaker to describe the impact the problem is having on the work situation or team.
2. Openly share all the attempts you and/or your leadership personnel have done or tried to do to solve the problem. What seemed to help? What did not work?
3. Ask the person bringing the problem up to recommend a best 'next step?'
4. Do additional solutions exist? If so, what are they? What do we know for sure won't work? Be specific!
5. Let me know which solution you think is best and why?

6. Make the 'white board' list: who does what to implement the solution?

This practice is known as "emotional intelligence" in a leadership team. You may wish to use it a few times with your team, then coach them to use it more independently. However, avoid being so strict that employees don't come to you at all, thereby leaving you out of the problems that do need your attention. Remember, coaching is always a legitimate use of the EAP! Call in and arrange an EAP assessment to plan an approach to work through intricate problems dropped on you (or your desk!)

### Leadership Orientation Session B - Virtual

Thursday June 16, 2022  
9:00 am – 11:30 am

#### CONTACT US TODAY:

Please contact our office by calling 800-779-6125 or e-mailing (info@connectionseap.com) for more information or register online:  
[www.connectionseap.com](http://www.connectionseap.com)

#### ATTENTION: SUPERVISORS, MANAGERS, ADMINISTRATORS:

Session A: "Leadership Orientation to the EAP", is always available on the website. Please check your wallet cards or contact your HR department for your username and password.

Website Information – Webinars are available in the Work/Life Services site. Log in on Connections website go to Employee or Leadership Resources tab to access webinars, continue to scroll down on the Work/Life Services opening page. (All webinars are archived for later viewing.)

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