



CHANGES IN PERFORMANCE

I supervise a salesperson who has been an outstanding performer and until recently was my best salesperson. Lately their sales performance has seriously lagged. Is an EAP referral appropriate for the sole purpose of increasing sales? No personal or emotional issues are apparent to me.

Immediate supervisor EAP referrals can be appropriate for job performance issues when threats of harm to self or others are apparent. However, no personal or emotional issues are apparent here, so

supervisory performance discussions are in order.

Open-ended questions to discover your employee's view of their changes are appropriate. Reviewing a written sales performance report together may be a good start. Listen carefully. Use 'open-ended' starter questions... "What do you see or understand in these numbers?" "What is influencing these changes?" "What has to happen to move back to your excellent numbers?" 'What' 'when' 'where' and 'how' questions are the best way to start (skip questions producing 'yes' or 'no' responses) This may surface the need for an

EAP referral and/or also point to teaming or process issues at work.

Personal issues that surface may be beyond the scope of a supervisor to influence change. The EAP is your resource here. Should difficulties increase as you address this problem, you as supervisor can also use an EAP counselor to help you plan further strategies to approach and hopefully save a high-performance employee.

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Leadership Orientation Training - Session B
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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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