

EMPLOYEE ASSISTANCE REPORT

supporting EAP professionals

Developing True Leaders through Emotional Intelligence

By Norma Montagnino-Gemza, MA, CEAP

There have been many articles published on “How to Handle Difficult Employees” and “How to Handle An Idiot Boss.” Aside from calling each other names, these articles always refer to behavior — behavior that interferes with being productive on the job. While these articles offer advice how to deal with difficult or idiotic behavior, they seldom include tips on how to understand and deal with our own behavior. Emotional Intelligence can help.

Emotional Intelligence (EI) is the concept of being intelligent about emotions — our own emotions and those of others. EI’s importance is illustrated by the fact that behavior is a manifestation of emotions. From my experience with EI and the Bar-On EQi (Emotional Quotient Inventory) I believe that if we evaluate our Emotional Intelligence and determine our areas that need development, we will be better able to deal with others — whether it is the boss or an employee.

This is not a new concept to human behavior but one that can be improved through Emotional Intelligence. Emotional Intelligence was established as social intelligence and led us to understand that our IQ, or cogni-

tive skills, can take us only so far in life. It is our EQ, or our emotional quotient that applies our IQ to everyday situations and which is our key to success. Very simply, “Emotional Intelligence is the ‘street smarts’ in a person reflecting in one’s ability to deal successfully with other people, with their own feelings and with everyday social environments. By dealing with these pressures successfully, we are better able to positively influence our overall well-being (EQ University).” Furthermore, EI “is a type of social intelligence that involves the ability to monitor one’s own and others’ emotions, to discriminate among them, and to use the information to guide one’s thinking and actions (Mayer and Salovey).”

An estimated 80% of success depends on our EQ while only 20% is dependent on our IQ. Therefore, it is how we apply our IQ that makes us successful. When we work with Emotional Intelligence we are capitalizing on human potential.

Daniel Goleman et al, authors of “Primal Leadership”, argue that the fundamental task of leaders is to *prime good feeling in those they lead*. They argue that a leader’s emotions are contagious and that leaders can resonate good feelings

or spread negativity and dissonance. Since emotions — both positive and negative — are contagious, *true leaders should lead themselves first*. It is only in being true to ourselves that we can be true to others. This concept is true for any employee at any level in an organization.

Assessing EI and Being Intelligent about Emotions

Goleman and Reuven Bar-On state that EI is an array of non-cognitive capabilities, competencies and skills that influence our ability to succeed in coping with environmental demands and pressures. Therefore EI, as measured by the Bar-On EQi, examines five composite scales (Intrapersonal EQ, Interpersonal EQ, Adaptability EQ, Stress Management EQ and General Mood EQ) and 15 EQ subscales. By taking the EQi an individual is able to assess a number of areas and develop strategies for improvement. Individuals within a

continued on Page 2

FEATURED INSIDE

- ▶ Working While Sick
- ▶ Book Review: Dealing With Problem Employees
- ▶ Work It Out: Discipline
- ▶ EAPA News

INSERTS

- ▶ Brown Bagger: Manager/Parent Skills
- ▶ Payroll Stuffers

workplace team may also be assessed. The scales are examined to assess team members' similarities and differences. Finally, a group report can be prepared for a 'team at a glance' study with developmental goals established.

Case study: Mary Sample (not actual name) — Assessing Emotional Intelligence is "like looking through a mirror" as the following case study demonstrates. Mary was feeling frustrated that she kept "running into roadblocks with people". Respected in her field, Mary, a 40-year-old executive and single parent, admitted she was having difficulty with many relationships and felt that as an assertive woman she was not at fault. She took the EQi as part of a professional development plan.

Summary of Mary's EQi

Scores indicated that Mary had a realistic and accurate self-appraisal, which was not overly positive or negative. Overall the validity indicators described in her report suggested that the EQi results should be considered valid. The results of the inventory were returned to Mary with a seven-page report. She then participated in a one hour, face-to-face interpretation session.

The average score for each measurement was 100. Overall, the EQi results indicated well-developed Emotional Intelligence. However, there were significant differences in the scores for the 15 content scales indicating areas of relative strength and areas for improvement.

Mary's session included discussion of her scales, focusing on her highest subscales, which were: Impulse Control, Independence, and Stress Tolerance EQ, as well as on her lowest subscales —

Interpersonal Relationships and Happiness. Mary admitted that she worked hard at never reacting and instead contemplated until she felt ready to act. Through discussion she understood that while her good impulse control is important, it might not only get in the way of relationships but could also affect problem solving. Additionally, Mary has learned to act independently — another valued business trait but one that could possibly hinder team development if she didn't invite team discussion when necessary.

When questioned on the discrepancy between her optimism — or how she viewed the world — and her happiness, she admitted that her child had a chronic illness and that, combined with being a single parent, often dragged down her mood. Her happiness could also be affecting her behavior. While Mary's assertiveness was assessed slightly above average, she began to understand that while she was speaking assertively, she might not be behaving assertively. In fact, others may interpret her behavior as aggressive.

Mary's temperament is reflective and she speaks only after great thought, behavior that might be perceived as abrupt. This behavior too could further contribute to relationship issues. Additionally, while she knew she had a high stress tolerance, she needed to recognize that others might not necessarily handle stress as well.

Mary set a number of goals: 1) the first was to find an outlet to address her concerns about parenting. She chose to look for a "parents without partners" group. This goal could also serve a secondary purpose of 'having a bit of fun' with people who understood her lifestyle. 2) She decided to ask for constructive feedback on her

EMPLOYEE ASSISTANCE REPORT

Publisher - Scott Kolpien
Layout/Design - Fritz Menzel

COPYRIGHT © Impact Publications, Inc. 2004. *Employee Assistance Report* (ISSN 1097-6221) is published monthly by Impact Publications, Inc., E3430 Mountain View Ln., Waupaca, WI 54981, phone: 715-258-2448, fax: 715-258-9048, e-mail: impact@impact-publications.com. POSTMASTER: Send address corrections to *Employee Assistance Report*, E3430 Mountain View Ln., Waupaca, WI 54981. No part of this newsletter may be reproduced in any form or by any means without written permission from the publisher, except for the inclusion of brief quotations in a review which must credit *Employee Assistance Report* as the source, and include the publisher's phone number, address, and subscription rate. Yearly subscription rate is \$189.00.

Material accepted for publication is subject to such revision as is necessary in our discretion to meet the requirements of the publication. The information presented in *EAR* is from many sources for which there can be no warranty or responsibility as to accuracy, originality or completeness. The publication is sold with the understanding that the publisher is not engaged in rendering product endorsements or providing instructions as a substitute for appropriate training by qualified sources. Therefore, *EAR* and Impact Publications, Inc. will not assume responsibility for any actions arising from any information published in *EAR*. We invite constructive criticism and welcome any report of inferior information so that corrective action may be taken.

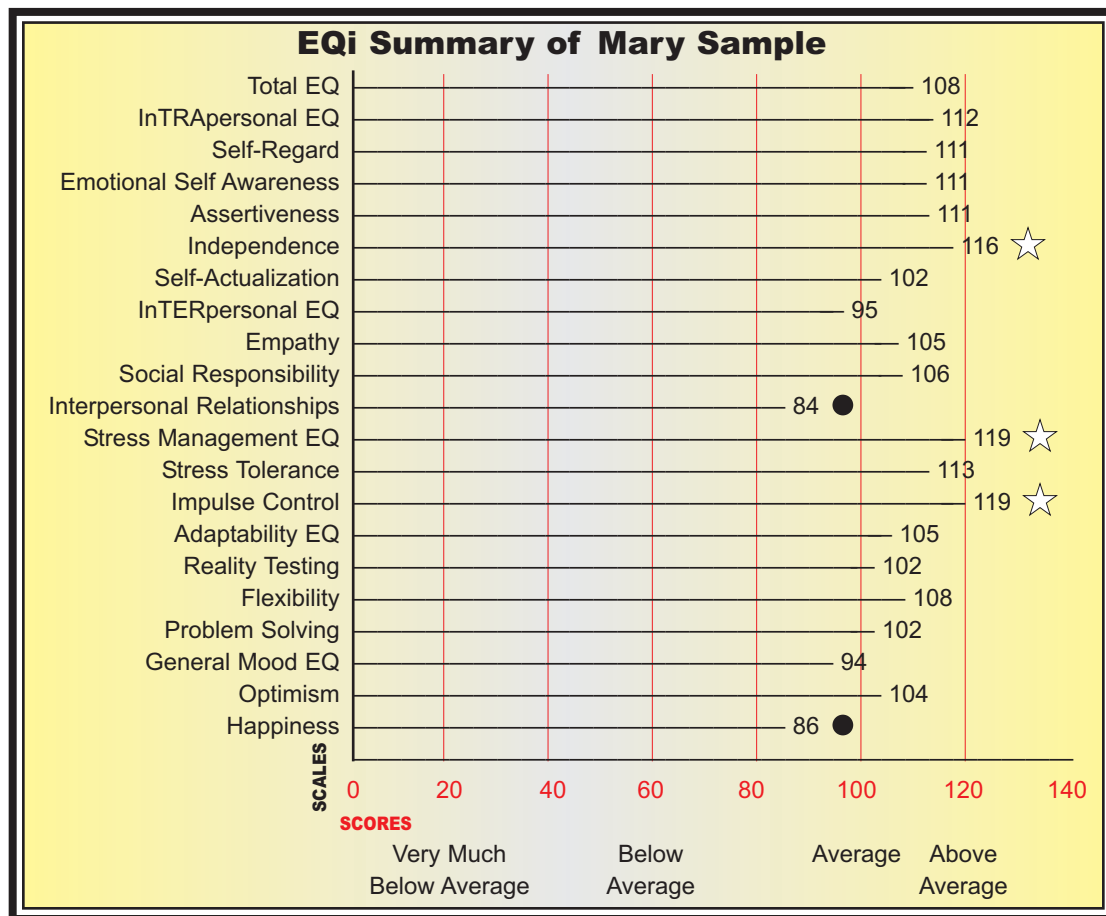
workplace behavior. With the help of a human resource professional, she developed a brief "360 appraisal tool" that she sent to her subordinates, selected peers and her supervisor. Mary saw this as a self-initiated performance appraisal, and the results were rewarding. 3) Finally, she was advised to continue her self-study by taking the Myers Briggs Temperament Inventory (MBTI), which would give her further insight.

Mary was an excellent subject

continued on Page 3

for the EQi and her use of the results has been an example of the concept that true leaders lead themselves first. Through her own improvement she was better able to prime good feelings in her staff and in community relationships. Her next goal is to have her staff take the EQi for a more rounded look at their workplace. ■

Norma Montagnino-Gemza is the director of Performa, a division of Human Technologies Corp. in Utica, NY; 315-732-0271.



Jot Us a Line, Win a Free Book!

Too many conferences and trainings, and too little time, money, or both? Does that sound like you? Chances are it does.

That's why *Employee Assistance Report* wants to know: "If you could only go to *one* conference this year, and hear information presented on *one* EAP issue, what would you want that to be?" (If you can't decide on just one topic, include two — but no more than that please!)

Just write down your answer in the space provided below and mail or fax it to us along with your name, organization, and phone number, and you'll be placed in a drawing for a chance to win *Dealing With Problem Employees, Every Manager's Legal Guide to Resolving Difficult Workplace Issues*, by attorneys Amy DelPo and Lisa Guerin, Nolo, www.nolo.com, \$44.99.

Which workplaces seem to be breeding grounds for all kinds of problem employees? How should suspending employees be handled? What about performance evaluations? *Dealing With Problem Employees* features the latest employment laws in every state, and will help any Employee Assistance professional assist their clients in taking control of workplace problems.

Five minutes of your time for a chance to win a FREE book (\$44.99 value) that'll help you on the job — you can't beat that!

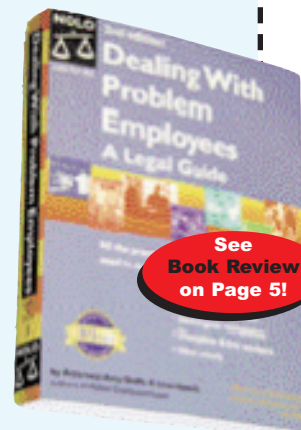
Name _____ Organization _____

Phone _____ Email (optional) _____

The training topic I'm most interested in, is: _____

Mail or fax to: Impact Publications, Inc., P.O. Box 322, Attn. Training Survey, Waupaca, WI 54981 • 715-258-9048 (fax)

Electronic submissions also accepted at info@impact-publications.com



See
Book Review
on Page 5!

www.2p9.com/MayoClinic/HealthLetter/0304camp/landing.cfm?trkid=20306S28002

Health information is abundant today, but how does it affect your life and health? *The Mayo Clinic Health Letter* draws upon the knowledge of over 1,000 Mayo Clinic physicians to provide information on topics such as high blood pressure, heart disease, nutrition, exercise, and much more.

www.cdc.gov/travel/

SARS. Influenza. Yellow Fever. It's enough to make any traveler nervous these days. *The National Center for Infectious Diseases Travelers' Health* can help. Issues addressed include specific diseases that can affect travelers, vaccination recommendations for travelers of all ages, how to avoid illness from food or water, and more.

<http://webmd.com/>

What are the latest weight loss gimmicks? *WebMD* offers trustworthy, credible, and timely health information.

www.advancingwomen.com/wk_mentor.html

What is mentoring? Why is it necessary? How does one go about mentoring or receiving mentoring services? Answer these questions at *Advancing Women and Women in the Workplace*.

<http://www.workplacementalhealth.org/>

Mental HealthWorks online is a quarterly publication of the American Psychiatric Association and American Psychiatric Foundation, which focuses on mental health/workplace issues.

<http://www.healthsurfing.com/public-health-and-safety/Workplace-SafetyConsultants.html>

Healthsurfing.com is a comprehensive health guide that offers information on workplace safety consultants and other health-related issues.

<http://www.ctdnews.com/>

CTD News offers the latest ergonomics tips and solutions to improve workplace safety, prevent employee injuries and keep workers' compensation costs in check. Concise, easy-to-read articles provide strategies that can be put to work immediately in any organization.

Subscribe to EA Report Now!

YES! Please start ____ or renew ____ my subscription to *Employee Assistance Report*. If I'm not completely satisfied, I can cancel and receive a refund for the remaining portion of the subscription.

- ☐ 3 years (36 issues).....\$567.00
☐ 2 years (24 issues).....\$378.00
☐ 1 year (12 issues).....\$189.00

____ Extra copies per month at \$2 each, \$24 per year (e.g., 5 extra copies per month for 1 yr. = \$120 per year). Add to above rates.

Foreign orders please add \$10 per year.

Name:.....
 Title:.....
 Organization:.....
 Address:.....
 City:.....
 State or Province:.....
 Zip Code:.....
 Daytime Phone:.....

All payments must be made in U.S. funds or by check drawn on a U.S. bank.

Method of Payment:

- ☐ Organization's check
☐ Personal check
☐ Purchase order
☐ Bill me
☐ Charge my: ☐MC ☐ Visa ☐Am. Express
 Card #:.....
 Expiration Date:.....
 Signature:.....

Credit card orders may call 715-258-2448.
 Mail to: *EA Report*, PO Box 322,
 Waupaca, WI 54981

Emotional Intelligence Certification First Time in Western Canada

A new certification workshop equips senior managers, consultants, and education leaders with the tools to implement emotional intelligence programs. Information on the program is online at <http://www.6seconds.org/training/> For more information contact SIX Seconds, josh@6seconds.org, 650-685-9885 or www.6seconds.org/training

Self Improvement Newsletters

include: *Self Improvement Newsletter*; *Self Help Books Weekly Newsletter*; *Personal Success Secrets* from Brian Tracy; *Free Secrets of Self Discovery*; *The SuperWisdom Ezine*; *The Ultimate Self Realization Course*; *Virtually Meditating*; *The Peak Performance Success Report (PPSR)*; *Prosperity Ezine*; *Continuing Ed Newsletter*; *Selling and Sales Skills Newsletter*; *Motivational Quote and Product of the Day*; *Brain Improvement and IQ Test Newsletter* and more. Go to www.selfimprovementnewsletters.com

"22 Keys to a Creating a Meaningful Workplace" has been bundled into "22 Keys Lunch & Learn Book Discussion Kit".

Included are hardcover copies of the book, discussion cards to stir meaningful conversation, and tips on how to form a discussion group and turn it into a force for positive workplace improvement. Each discussion card corresponds to a specific section of the book, so people read a section on their own and then talk about it. The prompts on each card typically generate 30-60 minutes of constructive conversation — perfect for lunchtime, staff meetings, a training activity or a retreat. Online ordering at <http://BetterWorkplaceNow.com/learn/>

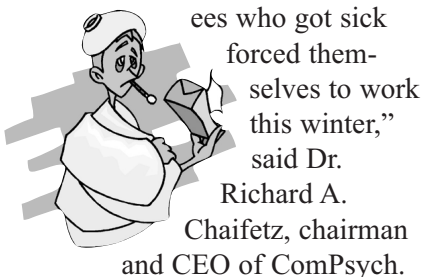
Vast Majority of Employees Work While Sick

Due to workload, job uncertainties and childcare issues, many employees — 77 % in fact — go to work while ill, according to a recent poll.

When asked whether they worked while sick, employees responded:

- 33 % - Yes, because my workload makes it too difficult to take off;
- 26 % - Yes, because it feels “risky” to take time off in the current work environment;
- 18 % - Yes, because I save my sick days for when my kids need me; and
- 23 % - No, I put my health first.

“Despite one of the toughest flu seasons in recent memory, the vast majority of employees who got sick



“Unfortunately, the practice of working while sick — often perpetuated by corporate culture — not only results in ‘presenteeism’ but in the spread of illness for an even greater reduction in productivity. Employers should encourage workers to take time off when sick, which actually will increase productivity in the long term.”

The survey was conducted from Jan. 26 to Feb. 27, 2004, receiving responses from employees of more than 700 ComPsych client companies nationwide. ■

Source: ComPsych

Book Review:

“Dealing with Problem Employees”: Every Manager’s Legal Guide to Resolving Difficult Workplace Issues

It’s a situation that every manager dreads: An employee is performing poorly, harassing coworkers, or engaging in dangerous or illegal activity, and it’s the manager’s responsibility to intervene. At a loss about what to do, in large part because they’re unsure of the rules, many managers — and even human resources professionals — hesitate to act and let problems compound until it’s far too late.

The consequences can be serious. A problem employee can cause tensions to rise in the workplace, drag down employee morale, cause productivity to plummet, and negatively impact customers. By the time management intervenes, it’s often too late to give the employee in question a chance to improve. And when termination becomes necessary, uninformed managers are prone to make mistakes that can leave employers vulnerable to costly lawsuits — and result in bad feelings that persist in the workplace long afterward.

Now in its second edition, *Dealing with Problem Employees* by Attorneys Amy DelPo and Lisa Guerin, has helped thousands of managers solve employee-related problems in the workplace confidently and successfully, while staying on the right side of the law.

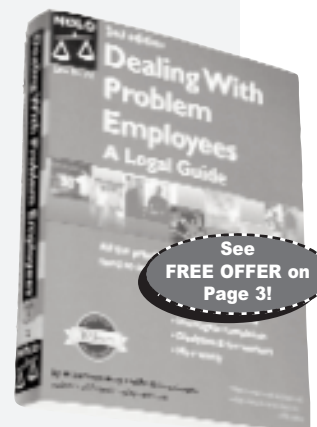
Written for employers, managers, supervisors and professionals, *Dealing with Problem Employees* explains the law as it relates to discipline and terminations in all 50 states, and offers straightforward practical advice on how to:

- Recognize who is and isn’t a problem employee;
- Help problem employees get back on track;
- Investigate problems and complaints;
- Conduct performance evaluations;
- Apply progressive discipline;
- Suspend and fire employees if necessary; and
- Communicate with coworkers and reference seekers following a termination.

Packed with sample forms and policies, checklists and state-by-state legal charts, *Dealing with Problem Employees* gives employers and managers the tools they need to make employment decisions in compliance with the law, take the appropriate course of action in different problem situations, and reduce their chances of winding up in court. The book also helps readers identify situations in which it may be necessary to consult a lawyer.

The updated second edition of *Dealing with Problem Employees* includes a brand-new chapter on how to hire the best candidate — and avoid employee problems in the first place.

By providing managers with the information they need to tackle difficult situations systematically and fairly, *Dealing with Problem Employees* from Nolo helps lay the groundwork for a healthy and productive workplace, avoid common mistakes, and resolve employee-related problems before they impact the bottom line. ■



- Technology and EAPs
- Identity Theft
- ADD in the Workplace



Pro-Tool

Workplace Violence: A Training Program for Employees is a comprehensive, "user friendly" prevention and resource guide for Employee Assistance Program (EAP) counselors, human resource professionals, union stewards, and others interested in training employees on this topic.

Workplace Violence is a total training package — complete with 21 pages of easy to follow trainer's notes, 11 overhead transparencies and 8 handouts, including a factors and controls checklist and incident report and violence policy samples.

Workplace Violence identifies and explains in detail four categories of workplace violence:

- Criminal intent;
- Customer/client;
- Worker-on-worker, and;
- Personal relationship incidents.

Participants who complete training should gain a better understanding of:

- Impacts of violence in the workplace;
- Identifying workplace violence;
- How to recognize and report potentially dangerous situations;
- Ways to prevent and/or diffuse volatile situations; and
- Responding to an incident.

Workplace Violence was designed by Beth Milanowski, MS, CEAP

Workplace Violence costs \$224 for Employee Assistance Resource Network (EARN) members and \$249 for non-members.

For a risk-free 30-day trial call 715-258-2448 and mention the code: EAR0504



Work It Out: Employee Discipline: The Bad Guy vs. the Incompetent

Have you ever had the experience of not being able to communicate effectively with an employee? In other words, what you said was perceived by the employee to be the opposite of what you originally intended. Consequently, at the end of the conversation the employee thinks that you are a "bad guy," and you think that the employee is incompetent to resolve their problem.

Case example:

Case #1: A female employee has been showing up late to work for the last month. At first, you ignored the tardiness hoping that it would eventually correct itself, but now it is getting to the point that the employee's coworkers are complaining.

The next morning you catch the employee walking in 15 minutes late, and you ask that the employee come into your office to talk. You inform the employee that you have been observing a pattern of tardiness over the last month, but before you finish your next sentence the employee launches into a litany of excuses. The employee tells you that she had to change her child's daycare, which adds on an extra 15-20 minutes to her drive time to work. As the manager, you logically tell her that she should simply leave home 25 minutes early, so she can drop her child off at daycare and get to work on time.

You expect the employee to accept your simple and logical solution; however, the employee gets even more emotionally upset. The employee's voice tone gets louder as she tells you that no one in the company supports her and that you never liked her. The employee starts to cry, quickly walks out of your

office, and then runs into the woman's restroom.

Now you have a crying employee in the bathroom and four other female employees attempting to calm her down and console her. Not exactly what you had in mind when you decided to talk with the employee.

Later in the day, you attempt to approach the employee to talk, but she refuses to acknowledge you. Because of her unwillingness to engage in problem solving, you conclude that this employee is not competent to resolve her tardiness problem. Hence, in the back of your mind, you conclude that the job is not the right fit for her.

What happened to make the above conversation go so poorly?

Social psychologists would label what happened as an actor-observer bias. An actor-observer bias occurs when an employee, the actor, understands and views a particular problem from the standpoint of what situational factors they are experiencing, and the manager, the observer, understands and views the problem as being caused by dispositional, i.e., person-centered, factors.

To illustrate, the actor (employee) considers all the situational factors that cause her to be late; for example, the traffic, their child being slow to get ready, or that her daycare is on the other side of town. On the other hand, the observer (manager) who hasn't experienced all the situational factors, focuses on the person-centered factors occurring to the actor; for example, the employee doesn't care about her job, the employee is lazy, or the employee is unmotivated to work.

Consequently, when you have an

continued on Page 7

employee viewing situational factors as being the problem and a manager viewing the problem as relating to person-centered factors, you have a recipe for misunderstanding. Add into the mix an employee who is already emotionally upset, and you have the recipe for misunderstanding and a strong emotional reaction.

How does a manager resolve the actor-observer bias?

The key to resolving the actor-observer bias is to listen to the employee's situational factors as you utilize empathy; i.e. understanding the employee's feelings and motives. Having empathy is important, because it allows a manager to acknowledge the employee's situational factors without agreeing with them. After the employee has voiced the situational factors causing his or her workplace problems, refocus the employee back to the original problem or reason for meeting with him or her. Tell the employee that you understand the situational factors that he or she is dealing with, but also ask how he or she can overcome those situational factors so they can get to work on time.

The key is to have the employee focus on their own person-centered factors, instead of their situational variables. Have the employee come up with one or two person-centered changes that he or she can make to resolve their problem.

If the employee returns to situational factors, refocus the employee back to dispositional factors; for example, "I understand that you are having a difficult time finding qualified childcare, but what do you think you could do this week to resolve that problem so you can get to work on time?" At this point, you can become the "good guy" for the

EAR Conferences

- **Summit for Clinical Excellence 2004**
 Dates: April 29- May 2, 2004
 Place: Dallas, Texas
 Contact: Ben Franklin Institute, 800-643-0797;
www.BFIsummit.com
 - **Innovative Practices for Suicide Prevention**
 Dates: May 4-7, 2004
 Place: Montreal, Quebec, Canada
 Contact: www.suicidology.org
 - **16th Annual National Managed Health Care Congress (NMHCC) Conference**
 Dates: May 5-7, 2004
 Place: Washington, D.C.
 Contact: Telephone: 888-882-2500;
www.nmhcc.com
 - **Treatment Update on Eating Disorders: Case Illustrations and Panel Discussion**
 Dates: May 7, 2004
 Place: Oconomowoc, WI
 Contact: Rogers Memorial Hospital, 800-767-4411,
 ext. 566; www.rogershospital.org/seminars.htm
 - **Suicide Prevention Advocacy Network (SPAN)**
 Dates: May 6-7, 2004
 Place: Sacramento, CA
 Contact: www.suicidology.org
 - **Resiliency in the World of Work**
 Dates: May 13-15, 2004
 Place: Ottawa, Canada
 Contact: www.easna.org
 - **Social Workers Making a Difference: The Power of Social Work**
 Dates: May 19-21, 2004
 Place: Brookfield, WI
 Contact: 608-257-6334, website: naswwi.org
 - **The Two Faces of Sexual Shame: Ecstasy & Agony**
 Dates: May 21, 2004
 Place: Dallas, Texas
 Contact: Telephone: 800-240-5522; www.themeadows.org
 - **Scottish-American Congress 2004 on Alcoholism & Drug Abuse**
 Dates: May 22-30, 2004
 Place: University of Stirling, Scotland
- Contact: Center for Interpersonal Development,
 888-876-7770 website: www.cid1.com
- **The Family vs. Addiction**
 Dates: June 4, 2004
 Place: Garden City, NY
 Contact: Telephone: 800-240-5522; www.themeadows.org
 - **World Conference on Injury Prevention and Safety Promotion**
 Dates: June 6-9, 2004
 Place: Vienna, Austria, Europe
 Contact: www.suicidology.org
 - **Workshops for Trainers: Helping Trainers Succeed**
 Dates: June 8-10, 2004
 Place: Chicago, IL
 Contact: Langevin Learning Services, 800-223-2209; www.langevin.com/career
 - **Boundaries and Ethics**
 Date: June 11, 2004
 Place: Oconomowoc, WI
 Contact: Rogers Memorial Hospital, 800-767-4411,
 ext. 566; www.rogersmemorialhospital.org/seminars.htm
 - **Society for Human Resource Management's 56th Annual Conference & Exposition**
 Date: June 27-30, 2004
 Place: New Orleans, LA
 Contact: Society for Human Resource Management (SHRM), 703-548-3440; shrm@shrm.org;
www.shrm.org/conferences
 - **National Wellness Conference**
 Dates: July 10-15, 2004
 Place: Stevens Point, WI
 Contact: 800-243-8694
- Check out the complete listing of conferences on our website: www.impact-publications.com

E-mail or fax upcoming events to:
Employee Assistance Report

715-258-2448

E-mail: [info@](mailto:info@impact-publications.com)

impact-publications.com

employee if you offer some type of assistance to help resolve the employee's situational factors. For instance, you might suggest that the employee contact the company's employee assistance program or other community resources.

A successful meeting includes the following ingredients:

- 1.) *Listen and have empathy* for the employee's situational factors.
- 2.) *Refocus the employee* back to the original problem and ask them to

come up with a few action steps that they can take to resolve their problem.

3.) *Offer some assistance*, if possible, to help the employee resolve situational factors.

4.) *Set up a future meeting* to discuss progress.

Happy Working! ■

Source: Gary Vikesland, MA LP LMFT
 CEAP, Employer-Employee.com

Employee Assistance Report is published monthly. For subscription information contact: Employee Assistance Report, E3430 Mountain View Ln., P.O. Box 322, Waupaca, WI 54981. This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional services. If legal advice or other expert assistance is required, the services of a competent professional should be sought. (From a Declaration of Principles jointly adopted by a committee of the American Bar Association and a Committee of Publishers.) Employee Assistance Report does not necessarily endorse any products or services mentioned. No part of this newsletter may be reproduced in any form or by any means without written permission from the publisher, except for the inclusion of brief quotations in a review which must credit Employee Assistance Report as the source, and include the publisher's phone number, address, and subscription rate.



Subscriber Extra!

EAPA-EASNA FAQ's:

The following is an update on discussions regarding the recent merger between EAPA and EASNA. The next face-to-face meeting of the EAPA/EASNA Task Force will occur in mid-May during the annual three-day EASNA Institute in Ottawa, Canada. (More information about the conference itself is available at www.easna.org).

When will the members get to vote on the proposed merger?

After the May task force meetings, we plan to begin presenting key sections of the proposed merger to membership for review and approval, rather than holding all the components for a later, full review. In June, for example, we may present the revised Membership plan for review, followed by the Governance plan in July, etc. As promised, the final decision for consolidation with EASNA, however, will be submitted to the EAPA Membership for approval.

How will the 2004 Board elections be affected? Current EAPA Board terms are set to expire at the end of this year, except for

President (Dotty Blum) and past president (Linda Sturdivant.) We are proceeding to establish the nominating process according to our by-laws. Concurrently, we will be relying on the Governance work group to provide recommendation for any necessary and effective transition from our current board structure to any proposed new structure.

What happens to EAPA's Annual Conference? Nothing. The

"What happens to EAPA's Annual Conference? Nothing. The EAPA Annual Conference is one of the most desired and effective member benefits"

EAPA Annual Conference is one of the most desired and effective member benefits, and a key financial support for the association. We are looking at updating the Conference

site selection process to a proposal/bid process that will allow all interested cities (and local EAPA chapters) to participate. We are currently set for San Francisco this year (November 2004) and Philadelphia in October 2005.

What will be the affect on our non-North American global EAPA members? The EAPA Board and our new CEO John Maynard are committed to expanding our global association involvement, member communication and support for global EA development. These issues, including development of effective long-term relationships with global members and EA partners, will be key issues addressed in the objectives of our single association. ■

Source: EAPA

In the News

EAPA Names New CEO

John Maynard, PhD, CEAP, was recently named the new Chief Executive Officer of the Employee Assistance Professionals Association (EAPA).

Maynard has been president of SPIRE Health Consultants, of Boulder, Colo., since 1987, providing EAP, Work/Life and other human capital-related consulting to employers and service providers worldwide. Prior to his position at SPIRE, he led both small and large organizations to significant growth and success. Maynard is also an experienced international speaker, trainer, and author.

Maynard is a longtime member of EAPA, and he has served the association in many capacities, including president of the Colorado chapter, co-chair of the Standards Committee, and chair of the Communications Advisory Committee. In 2001, John was honored as EAPA Member of the Year.

His selection as EAPA CEO was recommended unanimously by the EAPA Search Committee and approved by the EAPA Board of Directors.

In accepting the CEO position, Maynard noted, "Employee assistance services continue to evolve and are rapidly spreading to countries around the world. I'm pleased to be able to contribute to helping EAPA change just as rapidly — balancing our new challenges with proven wisdom about how to assist organizations and their employees in today's world." ■

"The Blame Game"



Check out the
What's New

section on our website:
impact-publications.com