Arguments for allowing employees to nap on the job appear in management and HR literature periodically. Most stories are anecdotal, such as those about Google, Ben and Jerry’s, or the Huffington Post allowing such a practice under controlled circumstances. The focus is usually on how refreshing a nap can be and how it may increase productivity. One questionable argument in support of napping is that it counters the problem of the modern employee who today typically comes to work after getting less sleep. Some authors attempt to draw a distinction between

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Does management have expectations for you to make tougher decisions involving your employees? If you are keeping up with their expectations, then your leadership is meeting their goals. Regardless, meet with the EAP for some consultative guidance on these issues. The EAP can provide an assessment to determine whether you are suffering from depression. You may need to establish work goals and involve your supervisor to help you reengage and get reenergized. In the meantime, be cautious. Employees who perceive supervisors as apathetic or unwilling to hold them to account are naturally incentivized to lower their productivity, increase absenteeism, and generally take advantage of that sort of leadership style. All of this increases risk on many fronts.

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How might a supervisor play an innocent, unsuspecting role in an employee’s decision not to follow through with treatment or EAP recommendations?

Depending on the difficulty of the recommended treatment and the diligence required of the employee to be successful with it, a decision to not follow EAP advice is often based on the mistaken belief that it isn’t necessary. The classic example is the employee with alcoholism who believes that prescribed treatment really isn’t necessary in order to stop drinking. The employee may think, “I will just stop on my own and save the hassle.” Family, friends, employers, and even strangers may be elicited to participate in passive discussions about self-control prior to such a final decision. They become unwitting co-endorsers as the alcoholic uses them as “sounding boards” to build support for his or her decision. These solicitations by the employee can be subtle and benign-sounding conversations. Supervisors willing to participate in such discussions are especially valuable in the patient’s formulation of his or her rationale to quit treatment.

The EAP is not just a place to counsel employees. Moreover, it is a programmatic approach to resolving performance problems associated with troubled workers. This perspective is lost when EAPs are thought of only as offices where employees go to get help. From the employer’s perspective, the EAP approach always works. “Works” does not mean that an employee is always successfully treated and returned to his or her original state of competence and capacity, although that is the most desirable outcome. Instead, it means that every method has been provided to accommodate the employee toward the organization’s goal of resolving the performance or conduct issues. The most important dynamic in this process, and the one that makes EAPs succeed, is when difficult employees accurately perceive organizational resolve and clarity on what will happen if performance problems continue. When this happens, even the most difficult employees will pursue wellness in their self-interest, motivated by the need to avoid job loss.

There were a few employees I did not refer to the EAP in the past because I felt that they were too manipulative and dishonest and that they would easily snow the program. What’s the argument for referring these employees?

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NOTES

have one employee who could especially benefit from a “nap” time. “sleeping” (bad) and “napping” (good), without explaining how one doesn’t become the other. Overall, it appears companies have not bought into the napping practice on a grand scale. If you have an employee with a sleep issue, a referral to the EAP is still the best advice.

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