



# EAP SUPERVISOR ENHANCEMENT NEWSLETTER

December 2024



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# THE DIRECT LINK BETWEEN ORGANIZATIONAL HEALTH AND FINANCIAL PERFORMANCE



By **Jonathan Eisler**, Vice President, AllOne Consulting

In today's fast-paced business landscape, many organizations face mounting pressure to maximize profits and sustain growth. However, one often overlooked driver of financial success lies in the realm of organizational health—particularly the employee experience.

As an organizational development consultant with a background in both business administration and industrial-organizational psychology, I have seen firsthand how improving organizational health directly enhances financial outcomes. Strong leadership, positive workplace culture, and cohesive teams do more than just create a pleasant working environment; they serve as critical components of long-term financial performance.

## **Developing Leaders for Sustainable Growth**

Leadership is the backbone of any successful organization. Strong leaders inspire and motivate their teams, setting the stage for high performance. On the flip side, poor leadership fosters disengagement and low morale, which can quickly eat into profitability through higher turnover rates, reduced productivity, and a lack of innovation. According to a study by McKinsey, organizations that invest in leadership development are 2.4 times more likely to outperform their peers financially.

For example, consider a mid-sized tech company that was struggling with low morale and high employee turnover. By implementing a targeted leadership development program, the company not only retained its top talent but also saw a 15% increase in revenue within the first year. Strong leaders created an environment where employees felt valued, heard, and motivated to perform at their best. The ROI on leadership development was not only visible in higher engagement but also in financial growth.

## **Reducing Toxic Behavior: The Hidden Cost of Neglect**

Toxic behavior in the workplace can silently sabotage even the most promising business strategies. Employees experiencing harassment, bullying, or passive-aggressive behaviors are less likely to be productive, creative, or engaged. Toxicity doesn't just hurt morale—it hits the bottom line. A Harvard Business Review study estimated that workplace toxicity costs U.S. employers billions of dollars annually through turnover, absenteeism, and lost productivity.



A retail company with historically high turnover rates and low customer satisfaction was able to reverse its downward trend by launching a comprehensive initiative to address workplace toxicity. This included conflict resolution workshops, clearer channels for feedback, and consequences for toxic behavior. Within a year, employee satisfaction rates jumped 25%, and customer satisfaction followed closely behind. The result? A significant improvement in sales and profit margins. Removing toxicity freed up employees to focus on delivering value to the organization, customers, and shareholders.

### **Fostering a Culture of Engagement**

Employee engagement is a proven predictor of business success. According to Gallup, highly engaged teams show 21% greater profitability. A culture of engagement does not happen by accident; it is cultivated through intentional practices such as recognition, continuous feedback, and alignment with company values.

A global firm, for instance, found itself with a disengaged workforce, leading to declining sales and increased customer complaints. After conducting an employee experience audit, the firm rolled out initiatives aimed at increasing engagement, including flexible working hours, clearer career progression paths, and an overhaul of its rewards program. These changes led to a 12% boost in employee engagement, and within six months, the company's revenue had increased by 10%. By aligning organizational goals with employee needs, the firm was able to create a more committed, productive workforce that fueled financial success.

### **Building Strong, Cohesive Teams**

Teamwork lies at the core of any organization's productivity. Teams that communicate well and have a sense of shared purpose are far more likely to meet deadlines, innovate, and contribute to organizational goals. When teams are dysfunctional, however, the cost of miscommunication, missed opportunities, and duplicated work can be high.

Consider a healthcare provider struggling with inefficiency and high operational costs due to siloed teams and poor communication. By implementing cross-functional team-building exercises and encouraging collaboration between departments, the organization saw a 30% increase in process efficiency. This, in turn, significantly reduced operational costs and improved patient care outcomes, demonstrating how team cohesion directly impacts both operational and financial performance.

### **Why Invest In Organizational Consulting?**

The link between organizational health and financial performance is undeniable. When companies invest in leadership development, reduce toxic behaviors, foster engagement, and build cohesive teams, the returns are reflected not just in happier employees but also in stronger financial results.

In a competitive business environment, neglecting organizational health can be an expensive mistake, while prioritizing it can lead to sustainable, long-term success. Organizations that prioritize the employee experience ultimately thrive—not just in terms of workplace culture but also in profitability and growth.

# USING INTERPERSONAL SKILLS TO FOSTER A HEALTHY WORKPLACE CULTURE



Healthy work relationships play an important role in creating a positive workplace culture. As a manager or supervisor, you play an important role in strengthening workplace relationships and leading by example.

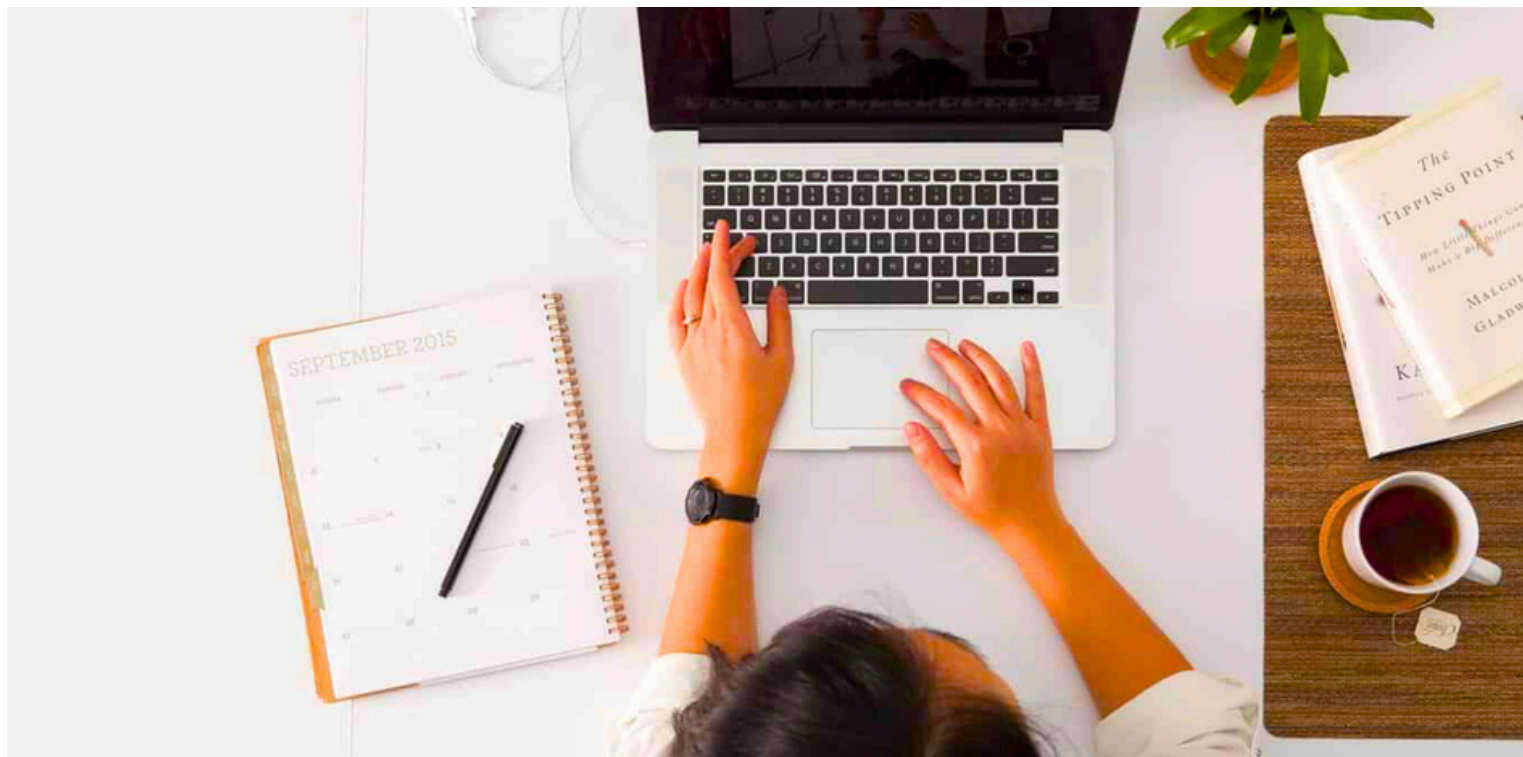
Skills that help foster healthy workplace relationships are often referred to as “soft skills” or interpersonal skills. They can help you interact with others effectively and create a positive, supportive, and productive work environment. They are different from the “hard skills” that refer to technical skills or job-specific knowledge.

While extremely valuable, soft skills are not always taught. Here are a few tips to consider that can help you strengthen interpersonal skills and foster a healthy workplace culture:

- **Communicate effectively:** While it’s important to convey ideas, information, and deadlines clearly and effectively, good communication skills also involve active listening and responding with empathy.
- **Promote teamwork:** Foster collaboration by inspiring team members toward common goals. Also, encourage them to share ideas and support each other when needed.
- **Strive to develop emotional intelligence:** Learn to recognize, understand, and manage your own emotions and help others do the same. It’s also helpful to have strategies for managing emotions in stressful times. For example, it’s helpful to take a step back before reacting.
- **Help team members find the support they need.** People can face personal challenges that interfere with their ability to focus on work. At times like these, remind them about their Employee Assistance Program—and how it can help them address life’s many challenges.

It’s also helpful to note that your Employee Assistance Program supports managers and leadership teams. Your account manager can advise you on challenging situations and provide their clinical expertise and organizational knowledge to recommend appropriate next steps, such as making mandatory referrals or providing support after a critical incident.

# ASK YOUR EAP!



**Q. I tried to help resolve a dispute between two employees and got very emotional about the issues we were discussing. I wanted to take a neutral position but admit it was difficult. How do managers stay neutral, not pick sides, and demonstrate impartiality?**

A. The supervisor skill you're referring to is the ability to maintain composure and objectivity in serious conflicts among employees, especially when disrespect and emotional volatility are exhibited. This is called staying above the fray. Knowing how to adopt a neutral and detached position is easier if you understand the advantages of doing so. First, this skill helps you keep your cool and focus on finding solutions. As a supervisor, you must clearly communicate expectations, actively listen to all parties without bias, and build trust among conflicting employees. When employees feel their concerns are taken seriously without favoritism, they are more likely to express their grievances. This reduces risk to the work organization. Your neutrality also prevents conflicts from escalating. When employees perceive a supervisor as biased, it undermines credibility and authority, which are difficult to reestablish. To enhance your conflict resolution skills, consider consulting the EAP for best practices. Also, if available, offer employees the option to resolve differences through the confidential venue afforded by the EAP.

**Q. I met with my employee to confront him about performance and attendance issues, but I was taken aback when he confronted me about my own behaviors—coming in late and communicating poorly. He isn't wrong, but this undermined my ability to feel in control and take charge. What should I do now?**

A. Seek guidance from the EAP to better manage this discussion and confrontation with your employee. Obviously, performance cannot remain unsatisfactory despite the issues you face. Consider role-playing the conversation to build confidence and improve your approach. Don't dismiss your employee's comments. Do the opposite—thank him for his feedback and tell him you will improve your own conduct. Then, after acknowledging his points, steer the discussion back to his performance and attendance issues. Schedule another meeting focused solely on his performance and attendance. Remember to document, follow up, and implement accountability.

Self-awareness and consistency in leadership are important, so focus on correcting your performance. Many supervisors do not realize that their actions set the tone for their team or department. Their behavior directly influences whether the workplace becomes positive and productive or heads in the opposite direction. Their behavior also shapes employee expectations accordingly.