

# THE CONTINUUM **EDGE**

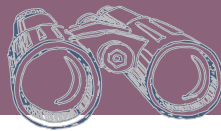
## INFORMATION FOR LEADERS

### I AM STRESSED, BUT I DON'T FEEL BURNED OUT.

*Maybe I am in denial. How do I know if I am experiencing manager burnout?*

As you might guess, simply being stressed and under work pressure, even with much strain, is not necessarily an indicator of burnout. Manager burnout can creep up gradually. It is often unnoticed until it starts to adversely affect your well-being and productivity. Don't hesitate to contact Continuum EAP for an assessment and intervention strategies that can help.

LOOKOUT FOR THESE  
SIGNS OF BURNOUT:



- |- **CHRONIC FATIGUE:** Being physically and emotionally drained, even after rest.
- |- **CYNICISM:** Feeling cynical, irritable or indifferent toward your responsibilities or team. This detachment and its accompanying attitude are coping mechanisms.
- |- **HEALTH SYMPTOMS:** Headaches, back pain, stomach issues and sleep disturbances.
- |- **DECREASED PERFORMANCE:** Making decisions or maintaining productivity is increasingly difficult. Things that were once easy now feel overwhelming.
- |- **LOSS OF SATISFACTION:** Things about your job that once got you excited and pumped up no longer do.



- **Can you share tips on helping an employee feel more positive about their job and our work unit — something besides praise, a raise or time off? What are some things I might not have considered yet?**

**A:** Many things can have a positive impact on morale yet cost nothing; however, take a few weeks, especially after making a new hire, to be intentional about determining what might help boost an employee's morale. *For example, one-on-one meetings and real conversations about career goals, challenges and what inspires them will give you ideas.* Take note when your employees light up on the job and look excited. What triggered their "go button" and positive response? You might discover a brilliant employee loves to share ideas. So, try including them in an important meeting — especially a meeting that involves key managers, influencers or notables — because of their expertise. Let them in on the decision-making process. This may cause an employee to feel recognized, validated and empowered, and it will add to their personal growth.

**Feedback for a supervisor is a good thing, but I hesitate directly asking for it because I worry it will make me appear weak, not as knowledgeable or insecure.**

**So, what is the best way to get feedback from employees I supervise, in light of these concerns?**

Feedback is important, and you can get it while maintaining your appearance of confidence with strong leadership presence. In one-on-one meetings with employees, try asking open-ended questions, and listen carefully to remarks that pertain to your supervision or management style.

*FOR EXAMPLE*, after your work unit completes a project, have a debriefing session to focus on what went well and what could be improved. Say to your team, “I want this discussion to be for everyone, so feel free to share any and all insights.” Listen carefully for what is and is not said that pertains to your leadership role.

*ANOTHER APPROACH* is to ask employees how you can be the best resource possible for them in the performance of their duties. Again, listen with your “third ear” to detect positive and negative perceptions of your role.



Ask your HR advisor for recommendations too. They can be a tremendous resource for formal processes like surveys or 360° evaluations.



**I have been a supervisor for 31 years. I am only four years from retirement. It seems there is hardly a management or leadership workshop topic I have not already studied. What more can be learned? What might I be missing?**



**A:** Your extensive experience has prepared you well for the evolving challenges of managing people, and there will always be something new. Emotional intelligence is a field where continuous learning is possible, for example. The dynamics of human behavior and emotions are complex, especially in a diverse and rapidly changing workplace. Mastery in this area isn't a one-time achievement but a journey of understanding, empathy and growth. Over the next several years, your organization may undergo dramatic changes driven by new technologies, AI and shifts in personnel management. If you're mentoring employees, think about fully committing to this effort. Continuum EAP can support you with mentoring skills, such as active listening, providing constructive feedback and utilizing effective coaching techniques. Mentoring can present challenges, and Continuum can help you address stressors or difficulties, offering resources, tips for cultural competence and ideas for development plans.