

HELPING STAFF FEEL POSITIVE

Q. How can I help my staff feel positive about their jobs beyond offering praise, raises, resources, or time off?

A. Use one-on-one meetings to discuss career goals, challenges, and what inspires them to give you ideas. Take note of what causes staff to light up and what triggers an unpleasant response. For example, invite an employee who loves to share ideas to an important meeting. Let them weigh in on the decision-making process. This can make an employee feel recognized, validated, and empowered, add to their personal growth.



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ASKING STAFF FOR FEEDBACK

Q. I hesitate to ask my staff for feedback because I worry it might make me seem insecure and incompetent. How can I ask for their feedback?

A. Getting feedback is always valuable. Here are some methods to try:

- One-on-One Meetings: Ask open-ended questions and listen carefully to comments about your management style.
- Wrap-up sessions: After your team completes a project, have a wrap-up 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 insights."
- Ask employees how they would feel supported best.
- Reach out to your HR business partner for recommendations that help you gather information, encourage honesty, and reduce fear of sharing feedback.

GROWING AS A LEADER CONTINUOUSLY

Q. How can I continue to grow as a leader?

A. Your role will always be at the forefront of managing people, and there will always be something new. Emotional intelligence is ongoing learning and development. The dynamics of human behavior and emotions are unique. Mastery in this area isn't a one-time achievement but a journey of understanding, empathy, and growth. Over time, your organization will have changes driven by new technologies, AI, and shifts in personnel management. If you're mentoring employees, think about fully committing to this effort. UR Medicine Employee Assistance Program can support you with mentoring skills, such as active listening, providing constructive feedback, and utilizing effective coaching techniques.

RESPONDING TO VIOLENT COMMENTS

Q. I heard an employee make a comment that could be violent. What should my next steps be?

A. As a supervisor, it's imperative to take these situations seriously. You should refer to your company's policies regarding questionable statements, and immediately report the incident to your superior, HR Business Partners, and security as appropriate. Once you've addressed the immediate concern, other steps include:

- Document, document, document! Be sure to document the incident in detail while it's still fresh, as details may become harder to recall over time.
- Avoid confronting the employee on your own. Your desire to de-escalate or your belief that "the situation is resolved" or that "everything's fine" may lead to an insufficient follow-up process.
- Reach out to UR Medicine Employee Assistance Program. They can help you process your emotional reaction and consult whether a group debrief for parties involved is needed and help supervisors recognize critical stress in employees.