

## ***Basic Management Skills***

***One of your staff members looks depressed and tired. You hear rumors that this associate is thinking about getting a new job. Do these symptoms suggest anything and what do you do?***

- a) Good. People that are outwardly depressed or tired usually are poor performers. You might even suggest a new job, with another firm, to him or her.
- b) Everybody around here is depressed and tired, what's new. They'll be fine in a few days.
- c) Quite a few people threaten to quit when they have personal problems. You can't intervene in everyone's problems, so you say and do nothing.
- d) You offer an ear, and ask this associate if there is anything you can do to help. You suggest talking to someone else if they would feel more comfortable.
- e) You decide to counsel this associate and consider a change in job internally or a new challenge for him or her, such as a trying a new hobby.
- f) This is terrible. You feel that it would be best to suggest a paid leave or extra few days of vacation.

### ***Discussion Points:***

- 1) These are the classic symptoms of job burnout. What can you do to discover if this is the case, and if so, what can be done to help this person overcome this?
  - a) Do you praise or recognize a "job well done?"
  - b) Has he or she recently had a major task shelved or criticized, and does this person's work have meaning and purpose?
  - c) Is this person properly trained for their job, or could he or she be feeling overwhelmed?
- 2) How much should this person's past performance factor into your response?