

Course Transcript

Being a Fair and Caring Manager

Course Overview

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Course Overview

[Course: Being a Fair and Caring Manager.] **HOST:** As a manager, you will wear many different hats as you deal with a variety of people. Because you will encounter many personalities, emotions, and practices, it's important to learn how to be a fair and caring manager. In this course, you will explore the many facets of treating others with fairness, including how to apply standards fairly. You'll also learn how to demonstrate fairness in your communication, decision making, and personal skills such as listening, sharing, and showing concern.

Managing Fairly: Dealing with People

Learning Objective

After completing this topic, you should be able to

- *identify actions and behaviors that can affect your fairness as a manager when dealing with people*

1.

[Topic: Managing Fairly: Dealing with People. Kristen and Tyler are seated at a desk at work.] KRISTEN: How's the new guy doing on the project?

TYLER: *(PATRONIZINGLY)* Better than I expected. Remember his first couple of months? I didn't think he was gonna make it. Guys like him don't usually last around here. *[Shakes head disapprovingly.]*

KRISTEN: *[Regards Tyler with a look of distaste.] (DISCONCERTINGLY)* "Guys like him?" *(ACCUSATORY)* We need to talk.

[Tyler looks confused.]

HOST: Managing fairly comes with the job. Fair doesn't mean treating everyone equally though. Instead, it's about responding to them as individuals, being mindful of their individual needs and aspirations.

HOST: Consider the influences that shape how you think. This will help you understand and assess how your personal influences can guide some of your management choices. Identify unfair behavior patterns you have. Do you treat people based upon social status? How about their appearance? These patterns can express themselves as bias, prejudice, stereotyping, and labeling. Biases are irrational preferences that inhibit impartial judgment. It's not unusual to be drawn to people who share your background. There's a sense of common ground. But excluding or denigrating others who don't share those commonalities is a problem. Similarly, prejudice involves negative judgments of people based on preconceived notions. Judging others on characteristics like race, class, and gender, among others, is prejudice.

[Kristen and Tyler are seated at a desk at work.] KRISTEN: *(DISAPPROVINGLY)* Did you hear yourself? If he was here, don't you think he'd be offended?

TYLER: *(DEFENSIVELY)* I didn't mean anything by it. It's just been my experience.

KRISTEN: *(FIRMLY)* It's stereotyping.

TYLER: *(SKEPTICALLY)* Really?

HOST: Really *[In response to Tyler.]* Stereotyping is behavior that leads to unfair treatment of others. It occurs when individuals are judged by assumptions based upon perceived group characteristics. Tyler assumed that because of the new guy's background, he wouldn't succeed, despite his qualifications. Finally, labeling is summing up a person's character or ability in a word or phrase. If you've ever called someone a "teacher's pet," you've engaged in labeling.

[Lauren and Tyler are seated at a desk at work.] LAUREN: *(MIFFED)* Akira told me you're sending him to some training thing about accounting processes. What about me?

TYLER: (*ANNOYED*) He's been asking for more training for months. He wants to move into finance full-time. Besides, you've always told me you hate finance.

LAUREN: (*DISHEARTENED*) Well, yeah, but it'd be nice to get away for a few days.

HOST: If you want to treat your people equitably, you need to recognize the differences between them, give them a voice in how they're treated, and deal with them according to their individual needs. Recognizing differences in individual styles and behaviors does not mean lowering requirements or accepting lesser levels of performance. Rather, it implies responsiveness, empathy, and reassurance. Being a good manager also means recognizing and rewarding employees fairly. You do this when you reward in line with effort. Good performance must be praised and recognized. Just as poor performance must be acknowledged and addressed. Good management provides a level playing field and the same set of rules. How people perform from there is up to them. The point is, when employees feel fairly treated, their motivation and productivity increases.

Managing Fairly: Handling Information and Standards

Learning Objective

After completing this topic, you should be able to

- *recognize best practices for handling information and applying standards fairly as a manager*

1.

[Topic: Managing Fairly: Handling Information and Standards. Mary and Lauren are seated at a desk at work.] MARY: (FRUSTRATED) I have some ideas on how to improve the next project, but Tyler won't hear me out.

LAUREN: *(SYMPATHETICALLY)* I noticed. We all have. He tells us to speak up, then does his own thing anyway.

HOST: How you handle communicating information is a key consideration when managing.

HOST: Your goal is to create a culture where instructions are clear and easily understood. Your team's productivity is based on how well you communicate with them. Many employees feel managers don't communicate well, making it difficult to perform effectively. If your boss shut down your ideas or ignored you altogether, you'd be frustrated. What if you missed a deadline because your manager neglected to copy you on an e-mail? You'd wonder why you were left out. Or worse, what if you never got full details of the job at all? Avoid selectively distributing information unless you want a group who feels alienated. If there's something everyone needs to know, or can benefit from, include them. Employees also appreciate it when managers respectfully explain reasons behind a decision. Mary's manager, Tyler, should've given her the chance to speak, and whether or not he agreed, he should've explained himself.

[Tyler and Kristen are seated at a desk at work. Lauren enters abruptly.] LAUREN: (DISTRAUGHT) What's this? Our hours are being cut? I can't afford to lose hours. I'm barely making it as is. Can't you do something?

TYLER: *(APOLOGETICALLY)* I'm sorry. The guys upstairs cut my budget...*(REASSURINGLY)* let me see what I can do. *[Kristen looks disapprovingly.]*

LAUREN: *(PLACATED)* That'd be great, thanks. *[Lauren leaves the office.]*

KRISTEN: *(REBUKING)* You know full well there's nothing you can do.

TYLER: *(PLIANTLY)* But she gets so upset.

[Kristen looks concerned.]

HOST: At some point, you'll deliver bad news to your staff. Whether this involves downsizing or budget cuts, your goal is to retain their goodwill and trust. Be open and honest, explain the logic behind the decision, and they'll be more likely to perceive the situation as fair. You should also be sensitive to cultural and personality differences that may affect the way people participate. Ask quiet or reserved employees for their opinions, or ask if they'd prefer to provide you with notes after meetings. Don't allow more assertive team members to dominate discussions. It's a good manager's responsibility to create a

workplace environment where everyone feels fairly treated, but when defining workplace standards, some managers believe there's only one way jobs can be done right. It's their way or the wrong way. As a manager, you must keep an open mind and consider the diverse ways that work can be performed and still meet performance standards. And while you want to be consistent and flexible when applying standards, by the same token, don't use fairness as an excuse for accepting poor performance. Accepting people's differences and allowing flexibility in interpreting work standards doesn't mean making excuses for poor or unproductive behavior. Reflect on your own communication style, and make adjustments to ensure you're distributing information and applying standards fairly.

Managing Fairly: Communicating Openly

Learning Objective

After completing this topic, you should be able to

- *select the methods of communicating openly to show fairness as a manager*

1.

[Topic: Managing Fairly: Communicating Openly.] **HOST:** Communicating openly is vital in the workplace, especially if you want to promote fairness. Failing to do so puts you at risk of losing your employees' commitment to both you, as a manager, and their jobs.

[Tyler, Lauren, and Akira are seated at a desk at work.] **TYLER:** (*AUTHORITATIVELY*) Because of the restructuring, you'll all be sending your weekly reports to me now, instead of Kristen. And I'll need them by noon, too, starting this week. Can somebody let Mary know?

LAUREN: (*DISMAYINGLY*) Noon? (*ACCEPTING*) OK. Can do.

HOST: By communicating openly, your employees are likely to be more accepting of your decisions. Let's look at some methods you should use to ensure you're communicating openly.

HOST: To begin with, share information with your staff. By withholding information, you risk losing their trust, which creates an atmosphere for rumors and misinformation to spread around. Giving your staff an explanation for your decisions will give them a feeling of ownership, rather than having them feel left out or overlooked.

[Tyler and Mary are seated at a desk at work.] **TYLER:** (*UPSET*) I'm missing your report.

MARY: (*CONFUSED*) I was gonna get it to Kristen right after lunch.

TYLER: (*IRRITATED*) You're sending them to me now, and I need them by noon. Didn't somebody tell you?

MARY: No, somebody must have forgotten.

HOST: The next method is to be clear and specific with the information you're delivering. Moments like these are when you don't want any specific details to be misunderstood. Tyler providing his employees with a set time to turn in their reports, along with the due date, is a good example of this. Not getting the information to Mary is a poor example.

[Tyler and Mary are seated at a desk at work.] **TYLER:** I'm sorry. I should've followed up on that.

HOST: Tyler realizes his mistake, and understands why Mary is confused. By accepting fault in the situation and giving her the complete set of directions, he eliminates any further confusion on Mary's end.

[A close-up of Tyler rendering an apology plays.] **TYLER:** I want to apologize to Mary and anyone else who didn't receive the new process for the weekly reports. I...I didn't intentionally leave you out. I should have followed up better. Thank you, Mary, for reminding me that other people may have been left out, too.

HOST: Finally, you need to acknowledge and respond to your employees' questions and concerns. You never want your people to feel as if they don't matter. Had Mary not reminded Tyler that she wasn't the only one who didn't attend the initial meeting, others could've missed the new deadline, too. Open communication is beneficial to all parties. Once in practice, you'll soon see that your employees have developed a level of trust in you. They will follow your directions and complete tasks when and how you need them to.

Managing Fairly: Respect and Neutral Decision Making

Learning Objective

After completing this topic, you should be able to

- *identify ways to show fairness through respect and neutral decision making as a manager*

1.

[Topic: Managing Fairly: Respect and Neutral Decision Making.] **HOST:** In any organization, if you're in charge of people, you need to remember that everyone you manage comes with individual needs, abilities, and issues that need to be respected.

[Lauren and Tyler are seated at a desk at work.] **LAUREN:** Tyler, I've got a problem with the marketing for the project.

TYLER: *(INFURIATED)* Again? Look, I can't keep putting out your fires. Maybe Akira ought to take over the marketing.

LAUREN: *(IRRITATED)* Wouldn't you like to know what the problem is first?

HOST: Respect is a two-way street. If you aren't fair and respectful to your employees, then you're going to see their performance and motivation slide. In fact, they may begin to demonstrate the same disrespectful attitude they see in you. If you want to get their respect, openly demonstrate respect to your staff. This means respecting them as persons, and as members of your team.

[Tyler and Akira are seated at a desk at work.] **AKIRA:** You wanted to talk?

TYLER: The client is frustrated with the marketing problems that we're having. I'd like you to help address them, but I know you have a lot on your plate already. I want to switch some of yours and Lauren's responsibilities. She's struggling with it, but I need your input to make sure no one is overwhelmed.

AKIRA: I think we can work something out. I am worried about hitting the deadlines, though.

TYLER: *(CONCERNED)* What has you worried about the deadlines?

HOST: By using active listening, you communicate cooperatively and show that you understand and respect their opinions. And being empathetic, not judgmental, shows them you are paying attention and want to understand their situation. Another effective way to show fairness is by using a neutral decision-making process. Your employees are likely to be more supportive of your decisions if the process is unbiased, honest, and based on evidence. Giving employees input into decisions allows them the chance to voice their opinions. If they recognize you respect them enough to include them and listen to what they have to say, you will build trust. Once you make a decision, even if it is an unpopular one, share the rationale. This will eliminate any speculation surrounding the topic, making your team more likely to accept the final decision. You must also be consistent in your decision making. Arbitrarily assigning or switching roles and responsibilities will create confusion, resentment, and feelings of disrespect in your team. If you can effectively incorporate these strategies as a manager, you will add to the foundation of trust you want to establish with your employees.

[Tyler and Akira are seated at a desk at work.] **TYLER:** Truth is, we're all bogged down and I'd hate to add more stress. How about we work out a plan with Lauren to knock all this out and see where you can help?

AKIRA: That sounds fair.

Managing with Care: Listening and Sharing

Learning Objective

After completing this topic, you should be able to

- *recognize ways to show caring through listening and sharing as a manager*

1.

[Topic: Managing with Care: Listening and Sharing.] **HOST:** Regardless of the individual characteristics of your team members, they need to know you care about them. They need to know that you understand their needs, and that those needs are important to you. They need to know that you respect them as people, rather than simply as resources you shuffle around.

[Mary and Tyler are seated at a desk at work. Tyler focuses on his laptop while Mary speaks.] **MARY:** (*DISTRESSED*) I feel like I'm losing it. It's hard juggling deadlines here, studying for my grad classes, and trying to take care of my kid.

TYLER: (*DISTRACTED*) Um...hmm.

[Mary notices Tyler's behavior.] **MARY:** (*CONCERNED*) Uh, Tyler?

TYLER: (*PREOCCUPIED AND HURRIED*) Uh...that's great. Keep up the good work. *[Tyler prepares to leave the office.]* Excuse me, I've got to get to a meeting. *[Mary looks disappointed and dejected.]*

HOST: One way to show that you genuinely care is by being in the moment when your employees are sharing with you. Be it personal or work-related, your people deserve your undivided attention. Avoid impatient behaviors. Allow them to make their point, especially if they're expressing a grievance. Don't cut them off mid-sentence or rush them to get to the point. Listening patiently shows them that whatever they're going through is important to you. You want to be sure that you are actively trying to understand your employees. Allowing people to share their concerns, asking them questions, and summarizing what was said, show that you're trying to understand.

[Mary and Tyler are seated at a desk at work.] **TYLER:** I'm sorry, Mary. I let myself get distracted earlier. I want to help any way I can. Let's go into the meeting room and you'll have my undivided attention.

HOST: Another way to show your staff that you care is by your sharing. This can include passing on relevant information and anything of interest that your employees will find relevant to their job. It lets them know that you want to play a role in developing their careers, and making their jobs easier and more successful.

[Mary and Tyler are seated at a desk at work.] **TYLER:** I've been talking with my boss about giving employees a work-from-home option a couple days out of the week. *[Mary nods agreeably.]* We're trying to become more flexible and it sounds like that may be an option to help make your life easier.

HOST: You can also build better rapport with your employees by disclosing appropriate personal information about yourself. If you can relate to someone's situation, share with them. It's harder for employees to open up to their manager if a strong connection hasn't been established first. Managers who care don't simply dump things on their employees. They share their thinking about work issues and explain the reasoning behind decisions – even speaking with staffers individually, giving them each a chance to express their opinions. Good managers want to ensure that their team knows they are

appreciated. So make the effort to include them in the decision-making process, especially if it's something that could affect them directly.

Managing with Care: Knowing and Showing Concern

Learning Objective

After completing this topic, you should be able to

- *recall techniques to show you care as a manager through knowing employees and showing concern*

1.

[Topic: Managing with Care: Knowing and Showing Concern. Tyler and Mary are seated at a desk at work.] TYLER: (WARMLY) How was your son's birthday? I remember when you brought him in for Family Day. He's such a great kid.

MARY: Oh, right. He had a blast. Still talking about it to this day.

HOST: Knowing and acknowledging basic details about your employees' personal lives lets you keep in touch with their concerns and emotions. By asking questions and observing behaviors you can get to know your employees individually and get their perspectives. Engaging with them will reveal their areas of interest, as well as different skills and abilities. Another way to get to know your direct reports is by getting their perspective on the situation, rather than simply having them complete tasks. Ask them curiosity questions like, "How would you have done things differently?" to demonstrate that you care about what they think and how they feel. Show that you respect their various points of view. Keep the focus on being helpful, but don't go overboard when someone brings you their problems on a regular basis. Recognize what you can and can't help with, and find a balance of being empathetic but also firm.

[Kristen and Tyler are seated at a desk at work.] KRISTEN: (CONCERNED) I've noticed Mary's been spending a lot of time in your office during lunch.

TYLER: Yeah, she's having a tough time lately and she's been coming by to get advice.

KRISTEN: (STERNLY) Be careful. Don't let this get out of hand. Stay professional.

HOST: Showing concern also means recognizing that everybody needs to blow off steam now and again. So allow venting, but stay neutral. If someone is angry, empathize and express your understanding. Don't encourage or resist what's being said. Eventually, the person will run out of steam. You can offer constructive criticism, but keep the focus on helping the person. You can let your people share their feelings without adopting their personal troubles. You don't want to seem dismissive or give a hasty response, but you cannot allow yourself to become enmeshed in their personal lives.

[Tyler and Mary are seated at a desk at work.] TYLER: I think it'd be good for you to talk with Lauren. She was going through something very similar last year. I think she could give you some insight on how she worked through it.

HOST: People need to feel appreciated and valued, including in the workplace. If it's apparent that they are cared for and that they can trust you with personal information, you will find yourself managing a strong, loyal team willing to work hard and be successful. Getting to know your people, and showing genuine concern for them, will go a long way in making them feel comfortable and secure at work.

Let's review what you learned in this course. To be a fair and caring manager, recognize the differences between your employees, and be aware of their individual needs; be consistent, sensitive, and open when communicating information and standards; demonstrate respect, and use a neutral decision-making process; listen actively and share appropriate personal information to build rapport; and show your employees genuine concern so that they feel appreciated and valued.

Exercise: Showing Fairness and Caring as a Manager

Learning Objective

After completing this topic, you should be able to

- *recognize methods of treating employees fairly and with care as a manager*

1. Exercise Overview

In this exercise, you'll demonstrate your understanding of how to be a fair and caring manager.

In this exercise, you'll demonstrate that you can

- identify behaviors and actions that can affect your fairness as a manager
- recognize how to demonstrate fairness in managing employees, and
- identify ways of showing you care about your employees

2.

Question

What do you need to consider when assessing how fairly you deal with the people you manage?

Options:

1. Any behavior patterns that could lead to unfair treatment of direct reports
2. How to treat all your direct reports the same
3. How to eliminate the cultural differences between employees to make it easier to manage them
4. How to reward and recognize employees in a way they perceive as fair

Answer

Option 1: *This option is correct. Managers need to recognize unfair attitudes such as bias or prejudice, and actions such as stereotyping and labeling.*

Option 2: *This option is incorrect. Equal doesn't always mean fair. Being fair means treating direct reports in an appropriate manner that provides them with the motivation to perform.*

Option 3: *This option is incorrect. Differences need to be acknowledged and accounted for. Fair treatment doesn't mean trying to make everyone the same.*

Option 4: *This option is correct. It's important to appropriately recognize and reward employees, but not in a way that demotivates top performers.*

Correct answer(s):

1. Any behavior patterns that could lead to unfair treatment of direct reports
4. How to reward and recognize employees in a way they perceive as fair

Question

What are some ways you can show your fairness when communicating information and applying standards?

Options:

1. Be careful not to selectively distribute information
2. Don't be too dictatorial when you're communicating decisions, and be sensitive to personality differences
3. Retain goodwill and trust when communicating bad news
4. Be both consistent and flexible when interpreting work standards, and consider diverse ways in which work can be successfully performed
5. Don't use fairness as an excuse for poor performance
6. Keep meetings as small as possible
7. Determine the single best way in which job duties can be effectively performed

Answer

Option 1: This option is correct. Direct reports may feel alienated or that they are being treated unfairly if they're left out of the information loop.

Option 2: This option is correct. Direct reports will be more supportive of decisions communicated in a respectful manner. Remember that personality and cultural differences may affect the way people participate.

Option 3: This option is correct. You should be open and honest when communicating bad news to your team. If you explain the logic, employees will be more likely to perceive the situation as fair.

Option 4: This option is correct. Standards can be met by different methods, depending on the approach of the person doing the job. Your direct reports may have different methods for achieving results.

Option 5: This option is correct. You don't need to tolerate behavior from one direct report that you wouldn't from any other.

Option 6: This option is incorrect. When you're communicating with your direct reports, you should include anyone who may be affected by your decisions. People who are left out may feel they are being treated unfairly.

Option 7: This option is incorrect. Different people have different approaches to achieving results. You need to be flexible and recognize these differences.

Correct answer(s):

1. Be careful not to selectively distribute information
2. Don't be too dictatorial when you're communicating decisions, and be sensitive to personality differences
3. Retain goodwill and trust when communicating bad news
4. Be both consistent and flexible when interpreting work standards, and consider diverse ways in which work can be successfully performed
5. Don't use fairness as an excuse for poor performance

Question

Which methods can help you show fairness as a manager by communicating openly?

Options:

1. Share information with your employees
2. Be clear and specific when giving instructions
3. Acknowledge and respond to questions and concerns
4. Tell your direct reports that everything is fine to protect their feelings
5. Let the HR Department deal with the details of how employees will be impacted by corporate changes

Answer

Option 1: This option is correct. If you explain your reasoning and decisions to your team members, they'll feel included and have a sense of ownership.

Option 2: This option is correct. It's important that any information you communicate to your employees is clear, to avoid misunderstandings.

Option 3: This option is correct. When employees ask questions or approach you with their concerns, you need to acknowledge them and respond. If you don't, your employees may be left feeling as if they don't matter.

Option 4: This option is incorrect. Open communication means sharing information and responding to people's concerns, not hiding information from direct reports.

Option 5: This option is incorrect. When managers don't practice open communication, it results in a climate of mistrust and a feeling of being treated unfairly.

Correct answer(s):

1. Share information with your employees
2. Be clear and specific when giving instructions
3. Acknowledge and respond to questions and concerns

Question

What are some ways to show fairness through respect and neutral decision making?

Options:

1. Openly demonstrate respect
2. Use active listening techniques
3. Be empathetic
4. Be consistent when making decisions
5. Allow employees input into decisions
6. Share the rationale behind your decisions
7. Make all decisions by yourself to save employees time
8. Introduce project changes quietly and without fanfare to minimize discontent

Answer

Option 1: This option is correct. You can demonstrate respect for your direct reports by encouraging them to openly express their opinions and ideas.

Option 2: This option is correct. Active listening lets you communicate cooperatively and show that you understand and respect your team members' opinions.

Option 3: This option is correct. Displaying empathy shows your team that you are paying attention and want to understand their situations.

Option 4: This option is correct. You should avoid changing roles and responsibilities on a whim, which will create confusion and discontent on your team.

Option 5: This option is correct. Letting your team members have a say in decisions will show them that you respect them and care about their opinions. This will increase their trust in you.

Option 6: This option is correct. Explaining the reasoning behind a decision will eliminate speculation and make team members more likely to accept the decision.

Option 7: This option is incorrect. Employees will be more invested and trusting if you give them input into decisions.

Option 8: This option is incorrect. Neutral decision making means being consistent and disclosing the criteria used to make decisions.

Correct answer(s):

1. Openly demonstrate respect
2. Use active listening techniques
3. Be empathetic
4. Be consistent when making decisions
5. Allow employees input into decisions
6. Share the rationale behind your decisions

Question

Which techniques can help you show caring through listening and sharing?

Options:

1. Be in the moment
2. Don't be impatient
3. Try to understand
4. Pass on relevant information
5. Disclose appropriate personal information
6. Explain the reasoning behind decisions
7. Avoid sharing your personal life
8. Multitask while employees are speaking

Answer

Option 1: This option is correct. You can show you care about your employees by giving them your undivided attention when they're speaking.

Option 2: This option is correct. When a team member is speaking, don't rush him. Instead, listen patiently to the speaker's point. This shows that you care about what happens.

Option 3: This option is correct. Show that you're actively trying to understand a team member by listening, asking questions, and summarizing what was said.

Option 4: This option is correct. You should give employees any information that's relevant to their jobs. This demonstrates that you care about their careers and want to make their professional lives easier and more successful.

Option 5: This option is correct. When you can relate to a team member's situation, you should share that with the employee. Establishing a strong connection makes it easier for employees to open up to you.

Option 6: This option is correct. Sharing your thinking about work issues and explaining your decisions shows employees that you care.

Option 7: This option is incorrect. When appropriate – when you're in a position to relate personally to a team member's situation – you should share personal information.

Option 8: This option is incorrect. You should be in the moment when employees are talking, especially when they're expressing grievances. Give them your undivided attention.

Correct answer(s):

1. Be in the moment
2. Don't be impatient
3. Try to understand
4. Pass on relevant information

5. Disclose appropriate personal information
6. Explain the reasoning behind decisions

Question

What are some techniques for showing you care with knowing and showing?

Options:

1. Ask questions and observe behaviors
2. Get to know employees and their perspectives
3. Be empathetic but firm, helping employees without going overboard
4. Allow employees to vent
5. Offer constructive criticism
6. Stop employees from venting as quickly as possible
7. Let distressed employees spend all their coffee and lunch breaks in your office talking

Answer

Option 1: This option is correct. Asking questions and observing behaviors allows you to learn about your employees and their interests, skills, and abilities.

Option 2: This option is correct. Instead of just assigning tasks to employees, get their perspectives. Ask them questions to demonstrate that you care about and respect their points of view.

Option 3: This option is correct. You should be helpful and empathetic when an employee comes to you with a problem, but remain firm. Don't get overly involved; stay professional.

Option 4: This option is correct. Everyone needs to blow off steam sometimes, so you should let your team members vent when they need to. Don't encourage or resist the venting; stay neutral.

Option 5: This option is correct. When an employee approaches you with a problem, provide constructive criticism. Keep the focus on helping the person.

Option 6: This option is incorrect. You should allow employees to blow off steam by venting. Stay neutral and don't encourage or resist. They'll run out of steam eventually.

Option 7: This option is incorrect. While it's good to help employees and be empathetic, you should stay professional and avoid going overboard. Don't be dismissive, but don't become enmeshed in their personal lives.

Correct answer(s):

1. Ask questions and observe behaviors
2. Get to know employees and their perspectives

3. Be empathetic but firm, helping employees without going overboard
4. Allow employees to vent
5. Offer constructive criticism

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