



A. As a supervisor, it's crucial to take situations like this seriously. Follow your company's policies regarding questionable statements, and immediately report the incident to your superior or HR advisor. The organization may choose to assess the employee's well-being, potentially involving mental health professionals. Document the incident in detail while it's still fresh, as details may become harder to recall over time. Avoid confronting the employee or handling the situation on your own; your desire to deescalate or your belief that the event is benign could lead to biased decisions. This might cause you to incorrectly conclude that "the situation is resolved" or that "everything's fine." Discuss your emotional response to the situation with the Employee Assistance Program (EAP). Once the issue is resolved, refer the employee to the EAP, and debrief with those involved to review how the incident was handled and what lessons were learned.

**Q. I am stressed but don't feel burned out. Maybe I am in denial. How do I know if I am experiencing manager burnout?**

A. 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. Contact the EAP for an assessment and intervention strategies, and be on the lookout for these typical signs of burnout: