

## When You're a First-Time Manager

If you're a new first-time supervisor, you'll discover an endless stream of advice, including do's, don'ts, how-to's, websites, and lots of books. Supervising others and developing leadership skills to get the work done will be your most measured job function. With experience, you'll grow instincts, but there is no rushing becoming a great supervisor. Avoid novice mistakes, which include the following: 1) taking on

more work, rather than managing the completion of work; 2) not communicating enough above, below, and around you; 3) becoming overwhelmed with to-dos that rob you of your work-life balance; 4) believing others will act quickly and blindly on your say-so; 5) not modeling the type of employee you want others to be; and 6) not getting to know those you supervise one-on-one.

## While Waiting for Your Therapy Appointment

You've decided to see a professional counselor, but your chosen psychotherapist isn't available for a couple weeks or more. It's difficult waiting, and you feel a burning need to start. Contact