

CHALLENGE: SUPERVISING FRIENDS

The Role of the Supervisor

Be consistent with your communications and with behavior between employees at work

- ✓ Recognize everybody equally.
- ✓ Be fair with redirective feedback.
- ✓ Don't single anyone out.
- ✓ Spend equal time with employees (to the extent possible).
- ✓ Set a professional example for your team.
- ✓ Refrain from gossiping.
- ✓ Have an upfront/open conversation about supervising friends. The timing of the conversation is an individual decision. Some employees may be ready to talk with you as soon as your selection is announced, and others may need more time.

Be confident in your decisions (but not arrogant)

- ✓ You were hired to make decisions, but be inclusive.
- ✓ Do your research to get the facts. This includes taking reasonable time to listen and understand.
- ✓ Talk tentatively. For example, ask questions such as "Does that sound about right?" and "Is that how you see it?"

Ensure clear and concise performance expectations for your employees and yourself

- ✓ Make sure people have good critical elements and clear performance standards.
- ✓ Create a safe environment where two-way communication occurs.