

THE CONTINUUM **EDGE**

INFORMATION FOR LEADERS



I've been a supervisor for 17 years. I think I am very attuned to recognizing the needs of my employees. Still, I hear emotional intelligence is the biggest struggle for supervisors, even for senior managers like me. How so?

A: Much attention has been given to the value of emotional intelligence for employees and supervisors alike. This skill comes more naturally for some but can be learned and practiced consciously. Not appreciating its value and impact can hold some managers back from examining and employing emotional intelligence. One mistake is thinking emotional intelligence

is an accommodation — a “touchy-feely” concept that primarily focuses on how it benefits others. This is a serious misconception. For example, it can be a great benefit to an organization when a senior manager pays attention to the emotional feel or atmosphere of a conference room when walking into it. Instead of quickly launching into operational issues,

those who spend a few seconds to consider the atmosphere and tenor of the group can create significant returns when they read the room, adjust their communication, and consider decisions in real time. This ultimately leads to more-effective and productive discussions, along with improved engagement and reduced tension for those present.

MENTAL HEALTH **FIRST AID TRAINING**

Build the skills and confidence to identify, understand and respond to signs of mental health and substance use challenges in the workplace.

THIS TRAINING WILL TEACH YOU HOW TO:

- ✓ Respond in crisis and non-crisis situations.
- ✓ Provide assistance until appropriate help is in place.
- ✓ Strengthen your workplace culture and become a trusted point of support.

TRAINING DETAILS:

June 2 & 4, 2026
1-4:15 p.m. CT (virtual sessions)
Also includes a 2-hour, online course

COST:

\$159 per person
\$129 for Continuum members
Use code: MEMBERCO

LIMITED TO: 15 participants

- ✓ Certificate of completion provided



REGISTER TODAY! Scan the QR code or visit:
<https://www.4continuum.com/company/mental-health-first-aid-training/>





What is the difference between “microcoaching” and micromanaging?



A: “Microcoaching” is a useful leadership construct that helps clarify the distinction between effective supervision and micromanagement. Most supervisors know employees detest micromanagement, but some still struggle to avoid it. Microcoaching makes this easier to recognize.

FOR EXAMPLE, if you micromanage, you delegate a task and then ask, “Did you do it the way I told you?” You might make repeated corrections, hover or even redo the work yourself. As expected, micromanagement encourages dependency. Mistakes are not seen as learning opportunities, but as reasons to increase control and scrutiny. This creates anxious employees who hesitate to take initiative. If an employee is more focused on avoiding mistakes and pleasing you rather than on doing what’s best, you are micromanaging.

When you microcoach, you ask questions like “What’s your plan?” or “What did you learn?” or “What would make this more complete?” Your goal is to help employees think, decide, improve and grow. If you value employees who think, adapt and innovate, use microcoaching techniques. Contact Continuum EAP for more tips on effectively supervising employees.



A lunchroom gossip circle sometimes includes discussions on others’ private business, rumors and personal matters behind co-workers’ backs. Most of the chatter is harmless, but negativity and mocking periodically pop up. How should I intervene?

A: Informal gatherings play a key role in relieving workplace stress, but it’s important they do not cause a decline in morale. Be up front about the concept of psychological safety in the workplace and consider holding a workshop or seminar on the topic. In this context, psychological safety means feeling confident that one will not be a victim of gossip, be mocked, or have their sense of belonging diminished. Get buy-in from employees on their shared responsibility by emphasizing that all employees have a role

in maintaining psychological safety. Ask employees to monitor each other. As a supervisor, model respectful language, redirect conversations, and show employees how to keep discussions non-gossipy and constructive. You can change this group’s dynamic through repeated modeling — consistently demonstrating, through your own words and behavior, how to have respectful, non-gossipy conversations. Ask Continuum EAP about training and education on respect in the workplace.

