



## Know When to Give Advice

Managers are expected to guide, mentor, direct and lead. Yet there are times when many self-directed employees may seek out their managers for use as a “sounding board,” only to be frustrated by their manager’s response.

Even when your opinion comes from hard-earned experience, managers should listen closely to employees before dispensing unsolicited advice.

- **Quietly LISTEN.** *Many employees can identify solutions by articulating the problem. This will help them trust their instincts and increase their confidence in their problem solving abilities.*
- **Keep your attention on the employee’s problem.** *Attempts to empathize and share similar stories may appear self-focused to the employee and your example may not be a direct match to the employee’s problem.*
- **Unless the employee asks for your opinion, resist the urge to volunteer it.**
- **Attempt to identify the employee’s intention for the discussion.** *If you are unclear, ask “Do you want my advice or do you just need to talk?”*

If the employee is seeking your advice, ask leading questions that will help them open up and identify possible solutions.