

The Support Selection Checklist

Review these indicators to see which path aligns with your team member's current experience:

Signs They May Need **Therapy** (Internal Focus)

- Emotional "Stickiness":** They are unable to or struggle to move past a minor mistake or a piece of constructive feedback.
- High Anxiety:** They express constant "what-if" scenarios that paralyze their decision-making.
- Withdrawal:** A noticeable shift from being engaged to being "checked out" or emotionally flat.
- Burnout Signs:** They appear perpetually drained, regardless of workload or time off.
- Difficulty Regulating:** They show unexpected emotional peaks (irritation, sadness, or extreme stress) in low-stakes situations.

Signs They May Need **Mentorship** (External Focus)

- Skill Gaps:** They have the right attitude but lack the "know-how" for a specific task or software.
- Career Plateau:** they are performing well but don't know how to navigate the path to their next promotion.
- Networking Needs:** They need introductions to key stakeholders or other departments to do their job effectively.
- Executive Presence:** They struggle with high-level communication or navigating office politics.
- Goal Ambiguity:** They are talented but lack a clear 1-year or 5-year professional roadmap.

It is common for high-performers to experience a "Skill Gap" and an "Emotional Block" simultaneously. For example, a newly promoted manager may need a **mentor** to learn leadership tactics while needing a **therapist** to manage the "imposter syndrome" or anxiety that comes with the new responsibility.

If a team member fits both categories, avoid forcing them to choose. Instead, present them as complementary tools for a holistic "wellness and growth" plan:

- 1. Prioritize the Foundation:** If the employee is in acute distress or severe burnout, encourage them to utilize Therapy first to stabilize their mental "baseline".
- 2. Layer the Support:** Once they have the tools to manage stress, introduce a Mentor to provide the tactical roadmap.