

Pay close attention – don't look away.

Identifying and addressing behavioural changes is part of your responsibility as a manager.

You should be particularly aware of the following changes in behaviour.

Behaviour at work	More absences, lateness, frequent breaks
Performance	Inconsistent performance, poor concentration, reduction in quality of work, unreliable, more forgetful
Social interaction	Withdrawal from social interaction; very distrustful; aggressive, short-tempered behaviour; noticeable increase in conflicts in interpersonal relationships
Mood	Feeling down, exhaustion, resignation and lack of interest, anxiety (e.g. fear of failure), irritability, euphoria, taking fright without reason
Physical symptoms	Repeated complaints about physical problems, tiredness, lack of energy, dizziness, sweating, nervousness and agitation
General behaviour	Change in appearance (e.g. dark rings under eyes, unkempt appearance, lack of personal hygiene, pale), noticeable consumption of alcohol or medication



Take the changes seriously and raise the issue early on with your employees.

How? The HILFE concept can help you in this task: helsana.ch/kmu-werkzeugkoffer