

Addressing Performance Deficiencies

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Overview

- Responsibility of the Supervisor
 - Supervision
 - Leading/Mentoring
 - Setting standards
 - Analyzing/Solving Performance Issues
 - Interactions w/Subordinates
 - Provide Positive Discipline

Define Discipline

- Definition?
- Webster's: "...training that corrects, molds, or perfects the mental faculties or moral character"
- Key word – Training...

Exercise

- List performance deficiencies
 - Performance v. personality 
- Why don't we address these issues?
 - Don't want to be the “mean boss”
 - Too much work
 - We don't know how
 - Don't like conflict / confrontation
 - No support from Command

Supervision Guidelines

- Supervisors are responsible for creating a positive, fair, consistent and safe work environment in which employees:
 - Know what is expected of them
 - Have the information and resources needed to do their work
 - Are free from discrimination & harassment

Supervision Guidelines

- Preventing Problems

- It may help reduce misunderstandings and problems if YOU:

- Communicate your expectations in advance
 - Give timely & frequent feedback
 - Recognize & act on problems when they first arise
 - Be consistent – Lead by example



Attitude V. Behavior



What can we address?
What should we address?

Does Attitude Matter?



A person once said, "Erasers are for those who make mistakes."

Another replied, "Erasers are made for those who are willing to correct their mistakes."

Supervisor's Attitude

- Upbeat
- Enthusiastic
- Is calm and rational
- Accepts setbacks and is understanding
- Empathetic
- Builds trust, respect and willing cooperation

Employee Behavior

◆ Acceptable Behaviors:

- Socially acceptable & non-disruptive
 - Behavior / demeanor is lawful and is generally socially acceptable (i.e. tattoos, hygiene, manner of dress)
- Contributes to a productive and safe workplace
- Meets or exceeds performance standards
- Does not violate policies/procedures/ directives

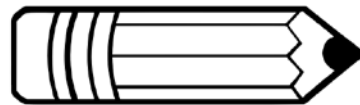


Employee Behavior

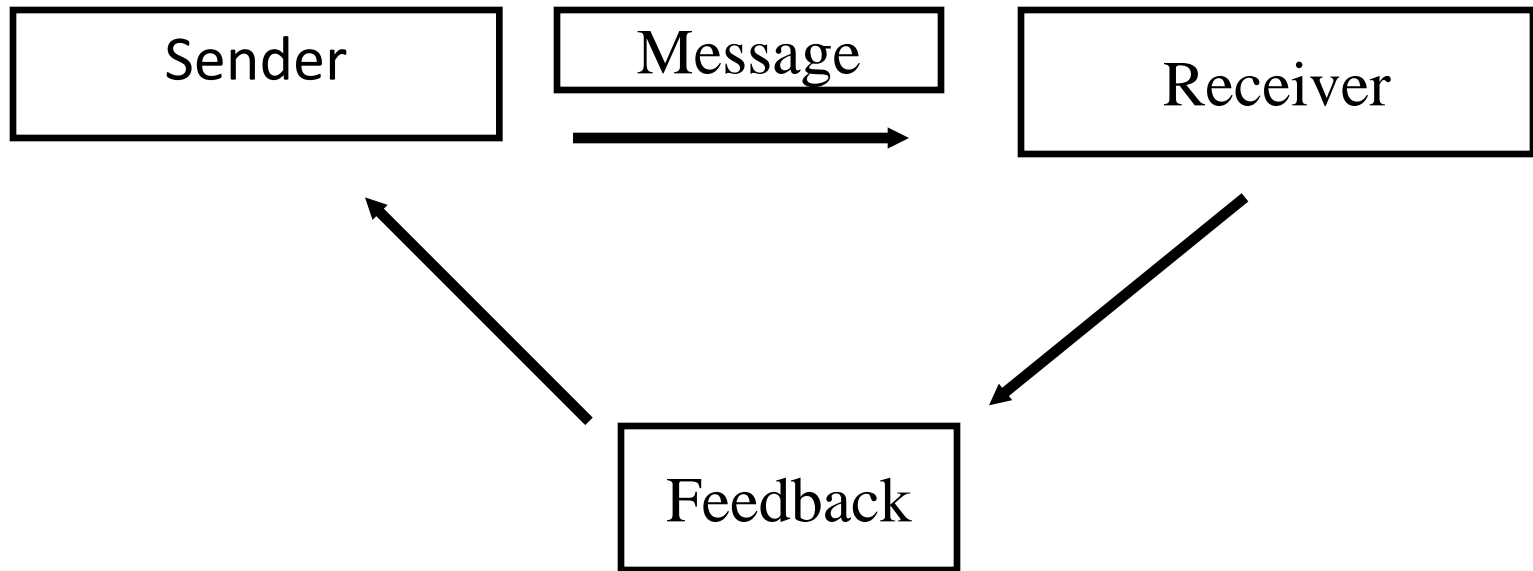
- ◆ Unacceptable work habits/behaviors:
 - Unexcused absences, tardiness, avoiding work, excuses for non-performance of key responsibilities
 - Inappropriate personal use of e-mail / computers
 - Using sick-leave to extend weekends or vacations
 - Anger management, aggression or physical violence against staff/co-workers



“Hey, can you throw me over a pencil?”



The Communication Channel



Feedback

- Definition: Two-way communication between the sender and the receiver to ensure the message was accurately received and achieved the desired results.
 - Why is it important????

Early Intervention

- Feedback & counseling can often identify the problem and solution before a situation becomes more difficult to handle.
- Early counseling also reduces the likelihood the supervisor will need to use more severe levels of progressive discipline.

Root of the Problem

- Make sure to find out the actual cause of the problem...communicate...and really listen to what the employee is telling you.
- Practice active listening skills

Listening Obstacles

- “One up” the speaker
- Waiting to talk \neq listening
- Offering Advice
- Jumping to conclusions
- Interrupting
- Disinterest
- Boring content
- Dislike of other person



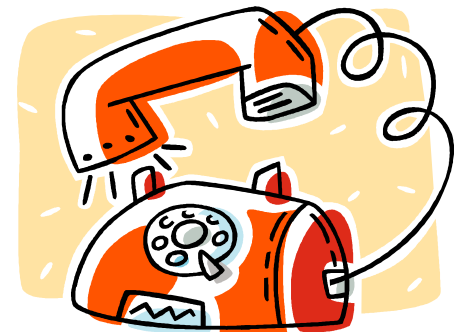
Factors Affecting Effective Communication

Perceptual Filters - Perceptions VS Reality

- Life Experiences
- Feelings / Emotions / Fears
- Defensiveness / Insecurity
- Stereotypes
- Prejudices
- Self-Image
- Pre-judgment about someone

Paraphrasing / Active Listening

- Demonstrate Listening : Use body language
- Gives speaker an opportunity to correct
- If message is not understood, try using alternative words (re-phrasing)
- Remain non-judgmental
- Encourage continued communication
- Be empathetic
- Give Feedback
- Avoid distractions



What is a Crucial Conversation?

- A crucial conversation is a discussion between two or more people where:
 - The stakes are high
 - Opinions vary
 - Emotions run strong



Two Minute Drill



- Consider some of the chronic problems, or issues you face with your co-workers, teams, or units. What issues have you been putting off that you really need to address?
- Examples?



Start with Heart

The first thing that deteriorates during a crucial conversation is not our behavior but our motive.

If you don't talk it out,
you'll act it out.

- If you don't first change your heart (i.e. motivation), any efforts to change your actions are likely to be insincere, shallow and doomed at failure.

Get your heart right by focusing on what you really want.

- Things to consider:
 - What am I behaving like I want?
 - What do I really want?
 - For myself
 - For others
 - How would I behave if I really did?

Stories and Actions



- Our stories create our emotions and we create our stories
 - Here’s an example: You and your co-worker have a big presentation at 8am. Your co-worker has repeatedly expressed how much they do NOT want to do the presentation and “joked” about calling in sick to avoid it. At 7:55am, your co-worker is still not at work.

What story did you tell yourself?

- When the time came for your presentation and your co-worker wasn't there, you immediately told yourself a "story" about what was going on.
 - Was it a positive story?
 - Was a negative story?
 - As a group, let's briefly discuss the stories we told ourselves.

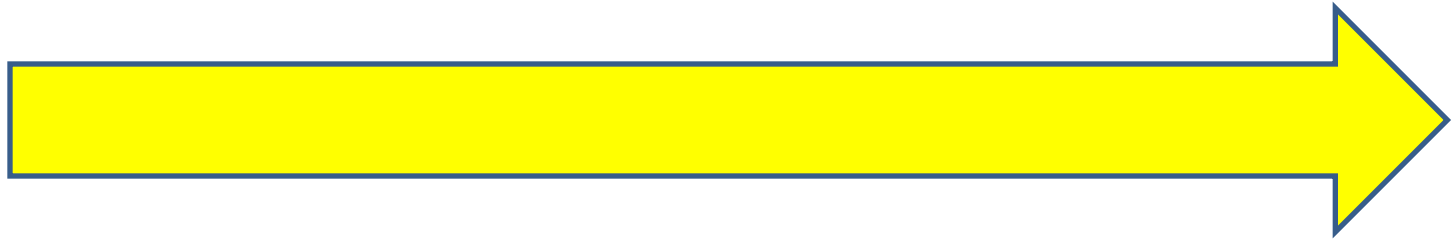


The rest of the story...

- When you tell yourself a story, you will generate a feeling based on the story. A positive story will result in good feelings; a negative story will result in hurt feelings.
- These feelings will then lead to actions. Hurt feelings will often lead to less than positive actions.
- This is called the Path to Action.
- Here's another example.



Path To Action



See/Hear



Tell a Story



Feel



Act

**Your partner
on a joint
project meets
privately
with
the boss.**

**He does not
trust me or,
she is trying
to take credit
for my work.
If I say anything,
I will seem
insecure.**

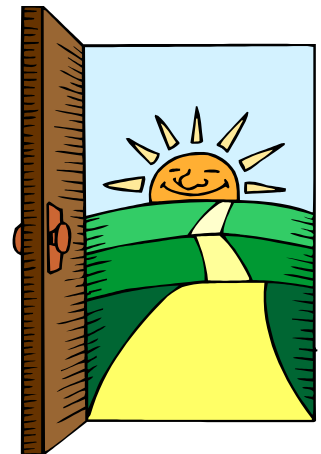
**Hurt
Worried
Anxious
Angry**

**Silence
Cheap-shots
Sarcasm
Yelling**

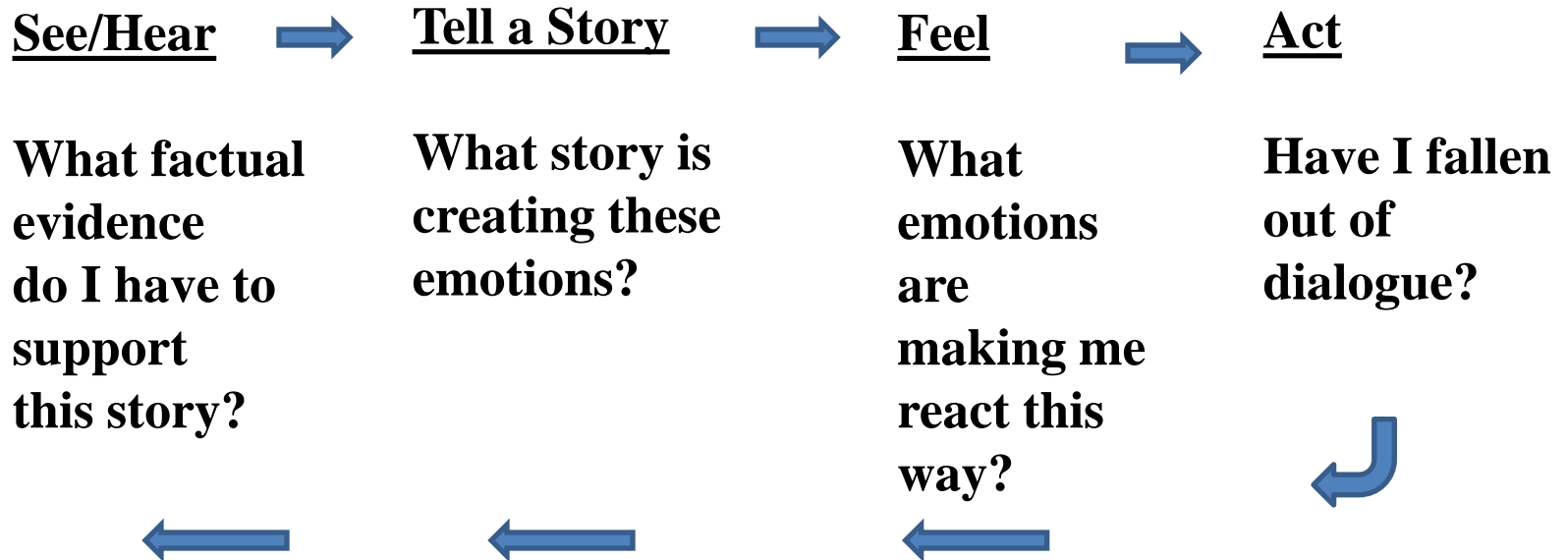
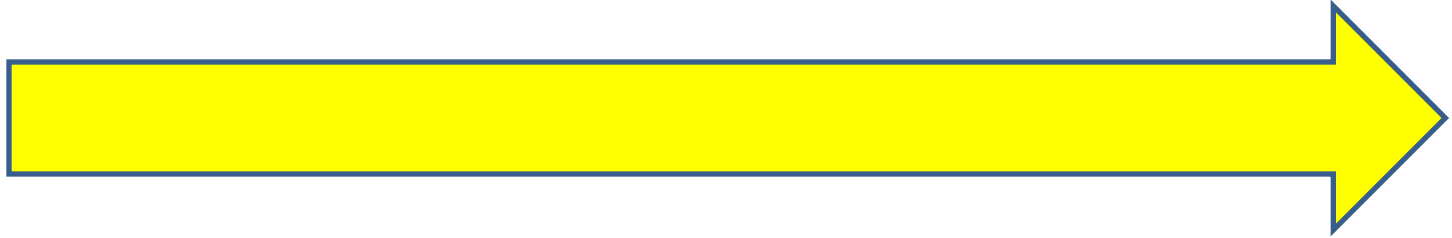
Stop. Think.

- When this happens, stop and think. Try not to guess or assume when telling your story.
 - Ask yourself if you have a factual basis for your story.
 - What other stories are possible?
 - What else could be going on?

❖ Retrace your path



Retrace your Path

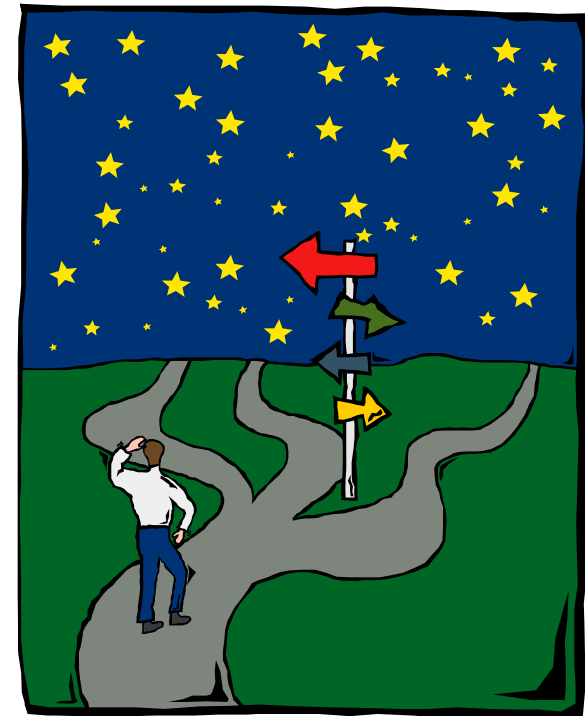


STATE your Path

- Share your facts (be objective, stick to the FACTS)
- Tell your story (be succinct)
- Ask for others' path
- Talk tentatively
- Encourage testing

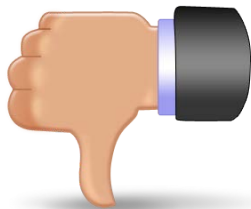
What

How



So, how does this really work?

- Here is a simple example of the STATE method for a common employee issue:
- *“Name, I wanted to talk to you about something I’ve been noticing lately. I’ve seen you arrive to work about 15 minutes late every day for the past two weeks. My expectation is that you will be to work on time. (facts) Your tardiness makes me think you just don’t care about your job. (story) Am I correct? (others’ path) I wondered if we could talk about it and clarify what’s really going on.” (talk tentatively)*



Thoughts

- Make the conversation safe and objective.
- Remember, people rarely get defensive about *what* you're saying (content), they get defensive because of *why* they think you're saying it (your intent).
- Try to reserve judgment and personal biases.



Giving Orders

- The Command (Do this!)
- The Request (Will you do this?)
- The Suggestion (Do you have any ideas how this should be done?)
- The Volunteer (Who wants to do this?)
 - Pitfalls



Reprimanding

- Get all the facts, reports.
- Don't use sarcasm, anger, abuse, ridicule, humor (Be professional)
- Reprimand in private, not in front of others.

Exceptions?

- Violence
 - Sexual Harassment
 - Suicidal
- Tacit approval

Developing Cooperation

- Positive actions to gain cooperation:
 - Training and developing the team
 - Fair distribution of work
 - Avoiding cliques - favoritism
 - Setting the example – Walk the line
 - Giving credit when due
 - Tactful handling of personal problems
 - Recognition of a job well done

Video: Positive Discipline

- You have each been given a “cheat sheet” on the tips given in this [video](#).

Remember...

- Leadership is the art of getting someone else to do what you want done because they want to do it.

Dwight D Eisenhower

Questions?