


Addressing Performance Deficiencies





What are some of the problems you have had to deal with as a new supervisor?

- ◆ *
- ◆ *
- ◆ *
- ◆ *
- ◆ *
- ◆ *



Overview

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

Break out Exercise

- ◆ Take a look at the handout.
- ◆ What hits home for you?






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?



Let's go to video

- ◆ 24 minutes.
- ◆ Then go to break





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”

- ◆ Definition: A feeling or way of thinking that affects a person’s behavior.
 - Positive (optimistic)
 - Negative (pessimistic)
- ◆ A supervisor’s attitude sets the tone for all working relationships.



Supervisor's Attitude

◆ Positive 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)
- Contribute to a productive and safe workplace
- Does not violate policies/procedures/directives



Employee Behavior

◆ Examples:

- Getting to work on time
- Follows supervisor's instructions
- Works as a team player



Employee Performance

- ◆ Job Performance – Quality, quantity, timeliness of output or productivity
 - Acceptable: Productivity – Meets or exceeds performance standards
 - Examples: Turning in work on time, no errors on submitted work product, producing the expected amount of work



Work Habits & Performance

- ◆ Unacceptable Work habits/behaviors:
 - Unexcused absences, tardiness, anger management, abusing sick leave, avoiding work, excuses for non-performance of key responsibilities, unauthorized computer usage



Work Habits & Performance

◆ Examples

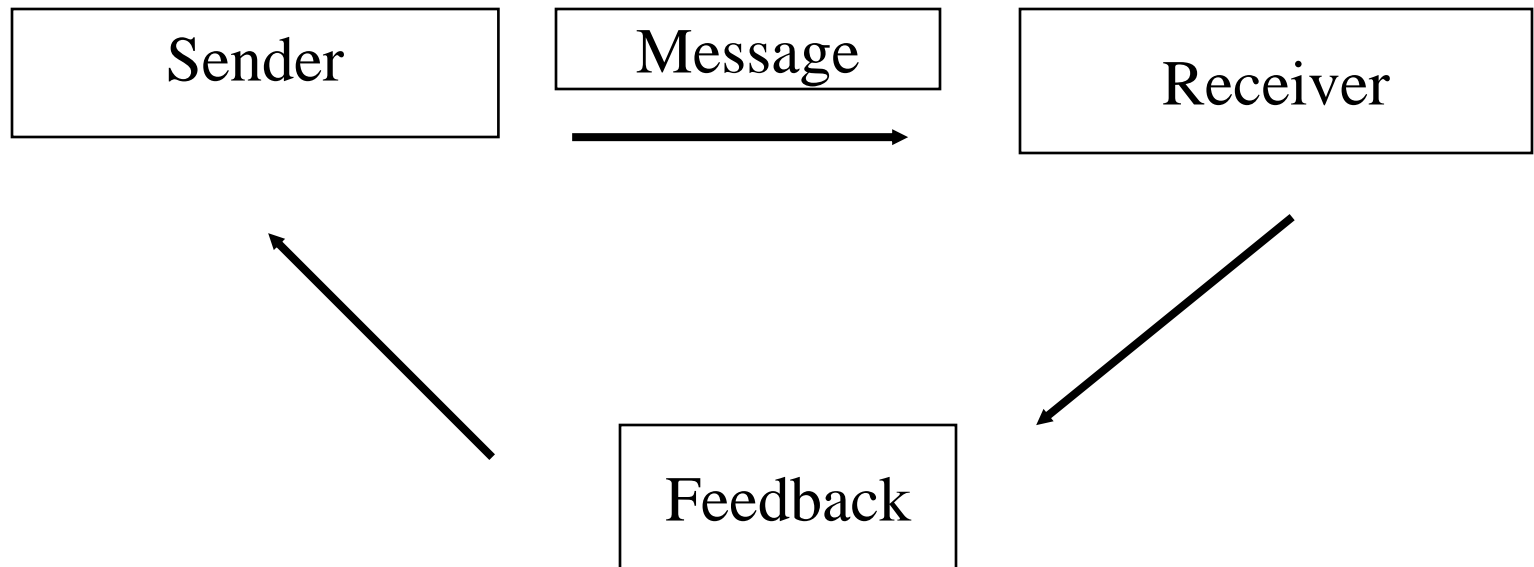
- Inappropriate personal use of e-mail
- Using sick-leave to extend weekends or vacations
- Aggression or physical violence against staff/co-workers
- Avoiding new assignments / not answering radio calls



Job Performance

- ◆ Unacceptable job performance
 - Difficulty reaching or sustaining standard performance anchors **AFTER** all training and sufficient guidance/mentoring is given
 - Producing less than the average employee
 - Inaccurate reports, numerous errors, inefficiency

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





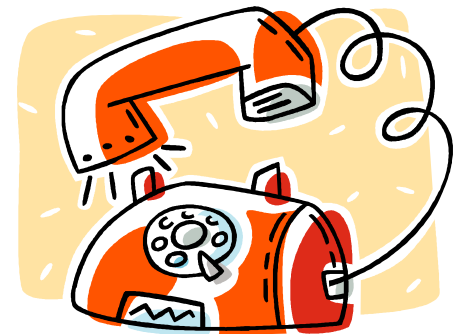
Factors Affecting Effective Communication

Perceptual Filters - Perceptions VS Reality

- ◆ Life Experiences
- ◆ Feelings / Emotions
- ◆ Fears
- ◆ 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?



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 organization. What conversations have you been putting off that you really need to have?
- ◆ Examples?

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.
- ◆ Reprimand in private, not in front of others. Exceptions?
 - Violence
 - Sexual Harassment
 - Suicidal
- ◆ Tacit approval



Reprimanding

- ◆ Put the employee at ease. Give a word of praise first if appropriate
- ◆ Don't use sarcasm, anger, abuse, ridicule, humor (Be professional)




“Getting to Yes”

- ◆ The Problem – Don’t bargain over positions.
 - People: Separate the people from the problem.
 - Interests: Focus on interests, not positions.
 - Options: Generate a variety of possibilities before deciding what to do.
 - Criteria: Insist that the result is based on some objective standard.
- Fisher & Ury



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



Methods to get what you want done

- ◆ Personalizing recognition
 - Add a note
 - Join in
 - Change of Pace
 - Blast of Pride
 - Names in Lights



Uncover Employee Potential

- ◆ Make time for positive recognition
- ◆ Identify ways to apply existing strengths in a new way
- ◆ Ask them what they like to do...
- ◆ Get co-workers thoughts (Be careful)
- ◆ Weaknesses versus strengths
- ◆ New roles



Eight Points to Remember...

- ◆ Begin with a question
- ◆ Learn to listen
- ◆ Make reprimands constructive
- ◆ Reprimand in private
- ◆ Maintain self control
- ◆ Refuse to get into arguments
- ◆ Avoid nagging
- ◆ Reprimand when needed – don't avoid/sidestep

Positive Discipline



- ◆ Problem solving process that encourages employees to take personal responsibility for their behavior and improvements...vs punishment



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?

