Addressing Performance Deficiencies

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

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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

| Sender | Message → | Receiver |

| Feedback |
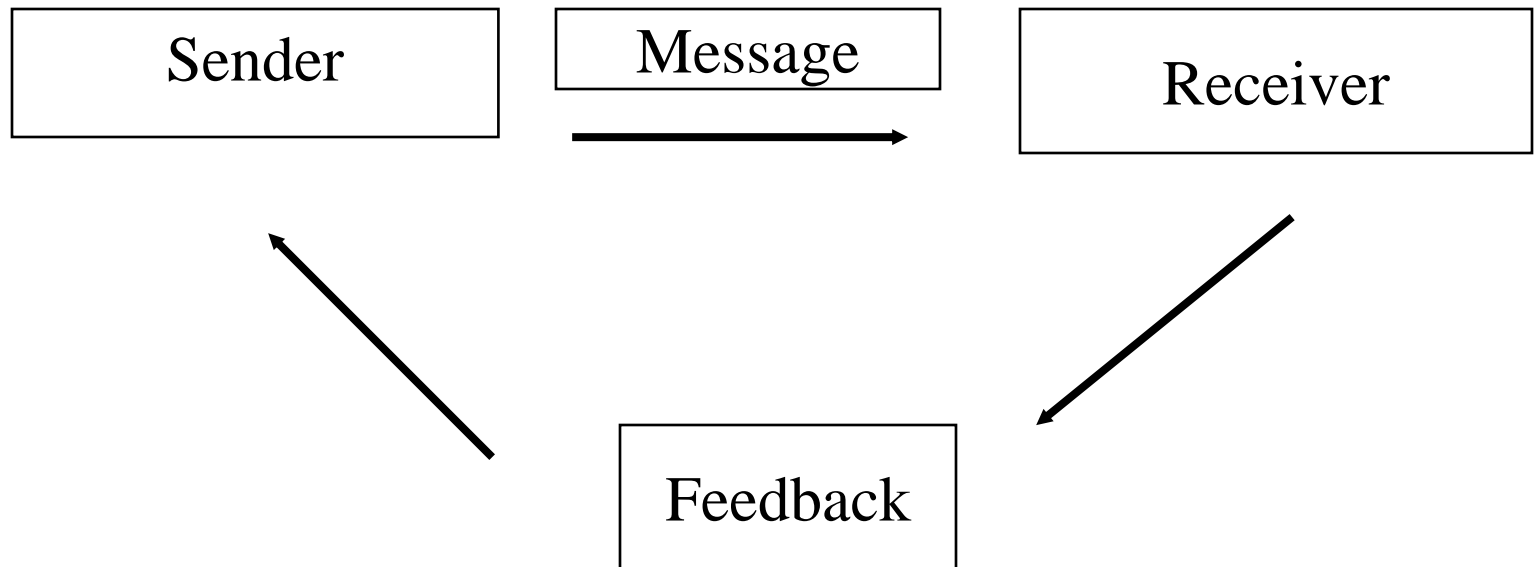
Feedback

- 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 ≠ 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
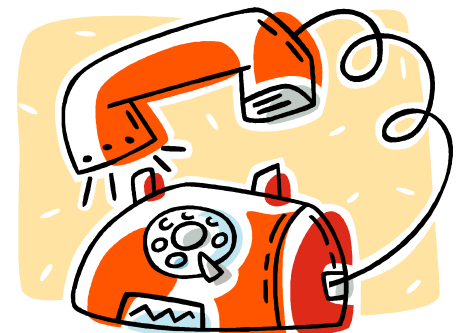
What is a Crucial Conversation?

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?