Crucial Employee Conversations

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Objectives for session

► Review your leadership tools: collaborate, motivate and communicate
► Discuss tips for crucial conversations
Where are you as a supervisor?

- In which areas are you most confident?
- Where do you think you could improve?
- How are you helping live out the mission of your county?

Temptations of a new leader:

LHF Syndrome

Meghan Messenger
Building bridges

Does leadership role = authority?
Does leadership role = trust?

“Trust drives and enables success with all other competencies.”

Michael K Simpson, Unlocking Potential

Essentials of leadership:

- Communication
- Respect
- Trust
- Tap Potential
- Inspire
- Support

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Trust, respect, communicate

1. Collaborate
   - Work with team
   - Build trust

2. Motivate
   - Help team succeed
   - Engage on mission

What’s your role?

- Great leaders = coach:
  - Build trust
  - Tap potential
  - Create commitment
  - Execute goals

Michael K Simpson, Unlocking Potential
Motivate…or not

I’m happy to report that I achieved every goal you set for me last year.

But you failed to achieve the secret goals I set for you.

Why would you have secret goals for me?!!

For this exact situation.

What are you really saying?

**Accountability**: the quality or state of being accountable… to accept responsibility or to account for one’s actions

► What do your actions say?
► Do you “walk the talk?”
Communication path

Communication barriers

- Environment
- Sender
- Receiver
- Distortions
Listening is key

“Seek first to understand, then to be understood. Most people listen with the intent to reply. We have a tendency to rush in and fix things with good advice. We often fail to take the time to diagnose.”

Stephen Covey

Actively listen

Builds rapport, trust, and understanding
- Restate or summarize
- Minimally encourage
- Ask questions, provide feedback
- Pause and use silence
Key leadership skills

- Collaborate
- Motivate
- Communicate
  - Includes listening!

Crucial conversations

What is a Crucial Conversation?
- A discussion between two or more people where
  1) stakes are high,
  2) opinions vary,
  3) emotions run strong, and
  4) outcome has great impact
• What is the performance problem?
• Is it important?
• What assumptions am I making?
• How have I contributed?
• What is the root cause of the problem?
• What are some possible solutions?
• What am I willing to do to resolve this situation?
• What is the best way to approach this person?

Evaluate: Tips for conversation

▶ Think before you speak or act
▶ Create a safe and respectful space
  ▶ Private, formal
  ▶ Empathetic
▶ Be prepared to handle reactions
Evaluate: The process

1. Describe the problem that exists
2. Define the impact
3. Draw out the other side
4. Discuss alternative solutions
5. Decide on follow-up and consequences

The conversation

What’s the problem?
The problem: the gap between

Expectations

Behavior or Performance

The conversation

What's the problem?

How severe is it?
The conversation

Let’s talk about it.
How severe is it?
What’s the problem?

Invite them to share
Shrink your “Buts”

**BUT** = “everything before the ‘but’ is not important to me”

**AND** = “I like this **and** want to help make it better”

Set SMART goals

- **S** Specific
- **M** Motivational
- **A** Accountable
- **R** Realistic
- **T** Time-bound
Evaluate: The conversation


Let's talk about it.

How severe is it?

What's the problem?

Monitor & document performance

Monday, January 26: Ralph met expectations
Tuesday, January 27: Ralph exceeded expectations by 9%
Wednesday, January 28: Ralph met expectations
Thursday, January 29: Ralph was late by 10 minutes
Friday, January 30: Ralph met expectations
Evaluate: The conversation

1. Did it work?
3. Let’s talk about it.
4. How severe is it?
5. What’s the problem?

Progressive discipline

As supervisors, you have host of options

- Termination
- Suspension
- Written Warning
- Oral Warning
- Coaching
What’s your focus?

“People need to see that leaders care about their successes as much as they do about their failures.” Tanveer Naseer

3 positive comments = 1 negative

“You get what you reward.” Bob Nelson

Recap: Tools for success

- Collaborate, motivate, communicate
  - With trust, respect and communication
- Evaluate thoughtfully
  - With trust, respect and communication
Supervisor’s challenge:

“Everyone needs the same three things: Identity, Purpose, and Adventure.”

Roy Williams

Questions?
Your EAP is here to help!

Thank you!

Call 1-800-627-8220 or visit www.VillageEAP.com