



Leadership Training Managing Performance with Positive Communication

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Welcome and Introduction

Learning Objectives

- Overview of leadership challenges in a changing work environment
- The importance of using positive communication strategies to manage job performance and employee's professional development
- Considering the approach for having difficult conversations
- Setting healthy professional boundaries
- Facilitated discussions including supervisory scenarios and how to apply strategies



Leading in a changing environment

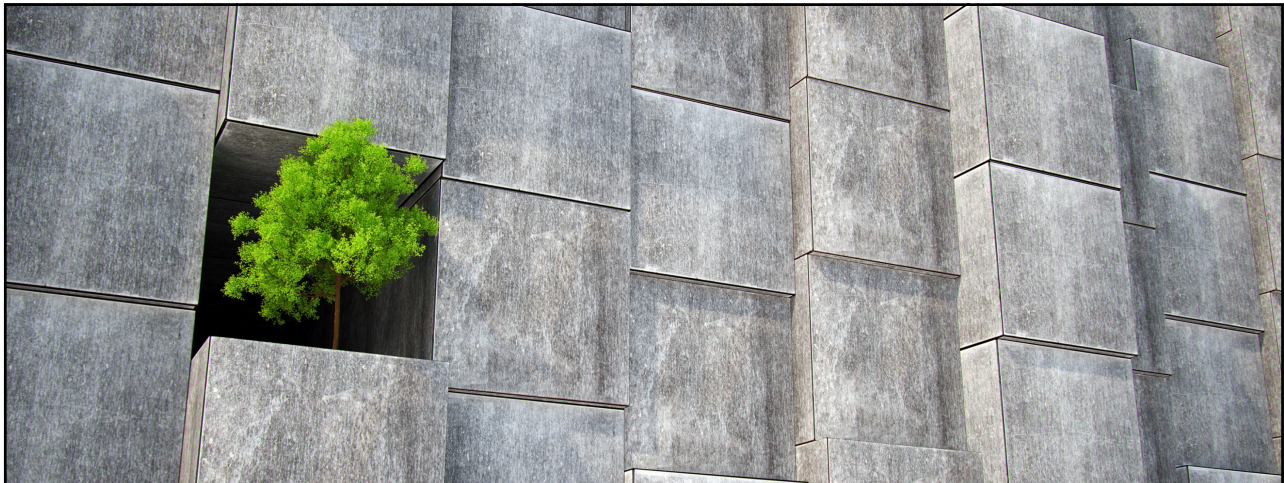


Navigating	Dealing	Addressing	Supervising
Navigating employee's changing needs... motivations may be different	Dealing with post-pandemic expectations	Addressing issues that impact the workplace or an individual's productivity	Effective supervision in hybrid or remote work settings

Managing in Remote or Hybrid Work Environments

Set	• Set expectations early and often
Be	• Be organized and flexible
Adapt	• Adapt the length of your meetings
Track	• Track employee's progress
Emphasize	• Emphasize communication
Remember	• Remember to listen (sometimes to what is <i>not</i> said)
Build	• Build connections and be available and accessible to your employees/team
Create	• Create opportunities for collaboration
Resist	• Resist the urge to micro-manage
Recognize & celebrate	• Recognize and celebrate success

By: Pellman & Sparrow



POLL:
What are the most challenging conversations you face as a supervisor?

Setting the Stage: For Performance Management and Professional Development



Provide feedback (positive and constructive) consistently



Initiate regular employee-supervisor discussions



For performance issues, have a verbal discussion with the employee in a timely manner



Encourage employee's input (as appropriate) to promote engagement and accountability

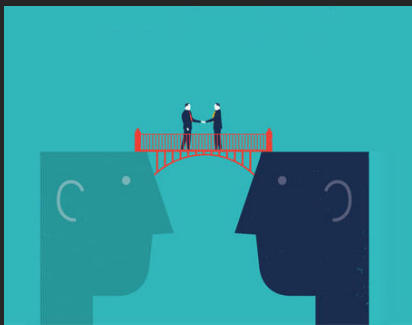


Present and review an annual performance evaluation



Know when to consult or partner with Human Resources personnel to determine next steps

Communication and Feedback



Consider the Type of Feedback

- Have conversations or give feedback **in person** when a sensitive or performance-related issue needs to be addressed
- Conversations or feedback should be done in a **timely** manner and in an appropriate location
- Performance feedback does not have to be difficult or negative. Reframe it and use a **coaching and solution-focused** approach:
 - Get and give information
 - Give instruction
 - Correct problems
 - Clarify to ensure understanding and accountability

Communication Approach



Approach the issue or situation in a proactive and direct manner

Seek to understand (don't make assumptions)

Avoid being accusatory or escalating the conversation (e.g., be mindful of tone, body language, etc.)

Discuss options (or directives) for improvement

Determine support needs and plans for follow-up

Look for workable, realistic options, and be clear about your expectations

Always follow up with the employee about status or progress

Communication Preparation



Consider your Preparation

- Provide a clear description of the problem
- Consider from the perspective of the employee
- Provide feedback and tactics that explicitly state your expectations and how you will support their success
- Keep it clear and simple
- Discuss possible training/coaching needs
- Summarize/document a workable plan in writing

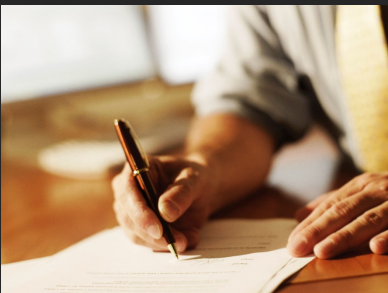
Communication Scripting



Utilize a “scripting” approach or “statement starter”

- Statement starters encourage restating the problems as an initiation for feedback, collaborative problem-solving and/or productive exploration.
- State the issue in the form of a short phrase or introductory statement.
- Consider a statement starter for the beginning of each phrase:
I have noticed that _____
I am concerned about _____
I want to check in with you about _____
- **Solution-focused starters:**
How might you _____?
In what ways might you _____?
How are you going to _____?

The Importance of Documentation



Why ...

- ✓ To ensure clarity and accuracy (understanding what occurred and future expectations)
- ✓ To refer to in the future as needed (individual successes, contributions and performance issues)
- ✓ To help smooth the transition for a new manager/supervisor
- ✓ To make performance evaluations easier to write and more meaningful to the employee (successes and contributions are also recognized for the year)
- ✓ If future disciplinary action is needed

The Importance of Documentation



When ...

Use as a summary of a conversation, significant discussion and agreement in e-mail or on paper

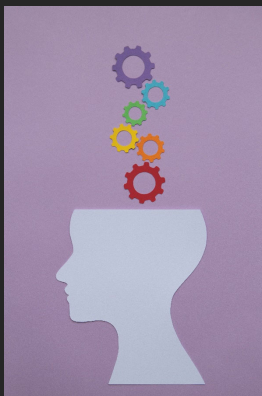
- When a performance or professional behavioral issue has been addressed verbally, it is **STILL** important to have documentation for records if progressive discipline should occur
- Documentation will be helpful when writing the annual performance evaluation to review the whole year

How to ...

Document in a factual and accurate way (dates, times, actions, etc.). DO NOT document feelings, emotions or perceptions

- Keep documentation organized and in a secure place
- Not intended to be a personnel file

Things to Consider ...



Performance is not always about the technical aspects of the job but should also consider behavioral and relational

Considerations:

- Does employee communicate and collaborate effectively with colleagues?
- Does employee proactively share information with their colleagues and/or supervisor (e.g., changing timeframes, etc.)?
- Does employee create obstacles or resist changes for implementing efficiencies or process improvements?
- Does an employee treat others in a disrespectful or hostile manner?
- Does employee's actions/behavior impact other's ability to meet their duties and responsibilities in a timely manner and/or meet identified deadlines?

How to Influence Behavior Change



Validate the relationship

- Note positive past contributions
- Individual's value to the organization
- Length of service

Clearly state the problem

- Be objective and factual
- Consider your style of delivery

Explain the consequences of the problem for others

- Discuss the impact of action/behavior on others
- Be specific about the changes needed and timeframes
- State the changes required in specific behavioral terms as appropriate

Allow the employee to ask questions or share pertinent information

How to Influence Behavior Change



Explain the consequences for the employee of failing to meet the expectations or outcomes:

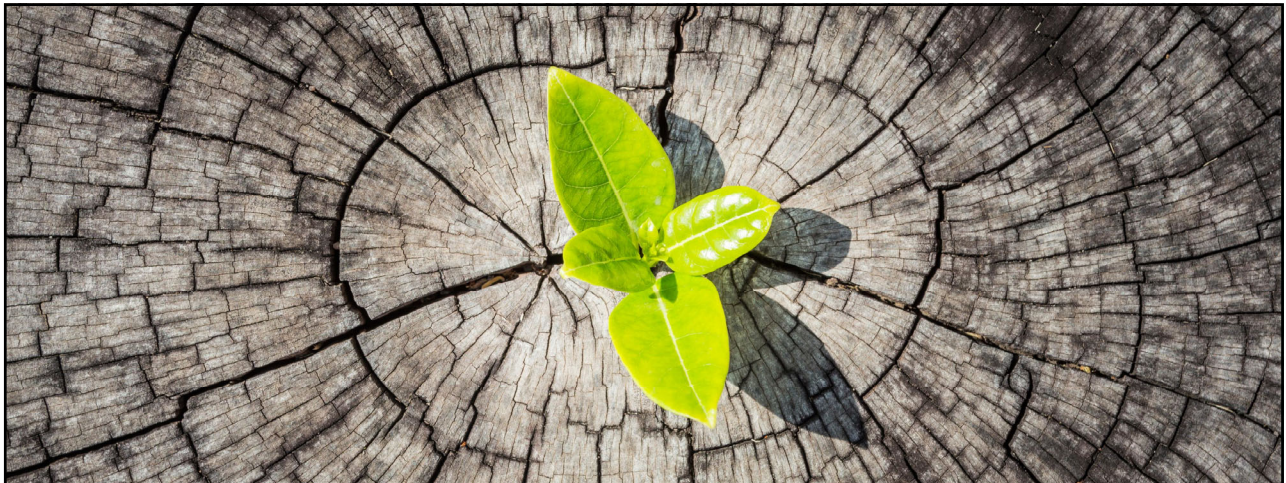
- Be clear about the expectations
- Summarize in writing in an effort to help clarify understanding
- Share the documentation with those who need to know, such as Human Resources, department head/director, etc.

- What if you don't have HR?

How to give feedback:

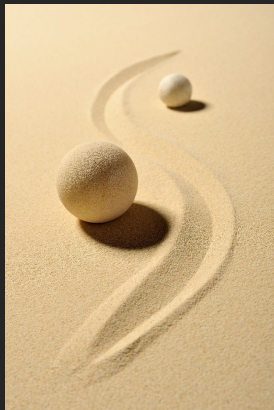
- Never give constructive feedback in front of others
- Remember behavioral feedback can feel more personal
- When possible, meet in a neutral setting
- Use a proactive and problem-solving approach (focused on success)
- Recognize positive contributions as well as area(s) for improvement

Common Diversionary Tactics



POLL:
What diversions have you encountered?

Boundaries as a Supervisor



Transitioning from peer into leadership can be challenging (new role, changing relationships and different exceptions)

Clarify both parties' communication needs and reasonable expectations

Focus on employee work-related behaviors and performance, NOT personal issues

Demonstrate healthy boundaries, especially in dual relationships

If an employee's issues have affected their performance/behaviors in the workplace, make the necessary referral to EAP

Know when to reach out to Human Resources for assistance and guidance

Document all performance-related conversations via e-mail and as appropriate share with employee to ensure clarity

Mental Health Signs and Symptoms in the Workplace

When it comes to changes in behavior:

- Look for a pattern
- Has there been an increase in frequency, intensity or duration?
- *Not just a bad day.*

Excessive or inappropriate worry

Loss of interest and enjoyment in things that the person normally enjoys

Increased emotionality, such as tears from someone who normally does not tend to cry

Social withdrawal or conflict with others

Increase in missed meetings, appointments or project completion dates

Appears tired, slow, or having difficulty focusing

Looks confused at times and has a hard time making decisions

Making more mistakes or lagging behind

Increased conversations about problems

Signs of alcohol or drug abuse

EAP as a Management Resource

USING YOUR OWN WORK



Management Consultations:

- No cost
- Contact is confidential
- Helps address the challenges of supervision
- EAP supports Human Resource involvement when performance management concerns arise

> To initiate a management/supervisory consult, simply intake at **1.800.550.6248** and ask to be connected to an organization development consultant

Your Employee Assistance Program (EAP)

Counseling Sessions (personal, family, relational, etc.)

- Life coaching
- In-the-moment support
- Supervisor support/consultation
- Parent coaching and referrals
- Elder and child care referrals
- Financial counseling
- Legal consultations
- Critical incident response
- Crisis debriefings



Sand Creek EAP
1.800.550.6248
SandCreekEAP.com

Your Organizational Assistance Program (OAP)

Services:*

- Workplace assessments
- Facilitated conflict resolution/mediation
- Leadership coaching & consultation
- Employee professional development coaching
- Trainings

How It Works:

After an initial consultation, the OD Consultant will review program options and present a proposal of services based on organizational needs and goals.

*Fee for service



Sand Creek EAP
1.800.550.6248
SandCreekEAP.com

Critical Incidents*



**Debriefing
Critical Incidents**

*Fee for service

- Critical incidents, whether they occur in the workplace or in the community, have the potential to affect employees and interfere with their ability to cope and perform their jobs effectively.
- Critical incidents can encompass a wide range of events and include natural disasters, workplace accidents, death of a co-worker, etc.
 - The EAP is available for telephone and on-site support. All calls for assistance should be directed through the dedicated toll-free number (1.800.550.6248).
 - One or more EAP clinicians will stay in touch with human resources or the manager and help guide the process of providing an effective response to the critical incident from beginning to case closure.

A well-orchestrated crisis response will ultimately strengthen an organization's functioning and foster employee trust.



References and Resources

- Leading Change by Kotter
- Slide 5 by Pellman & Sparrow
- Emotional Intelligence 2.0 by Graves and Bradberry
- Life Scripts by Pollan and Levine
- Coaching for improved Work Performance by Fournies
- Atomic Habits by James Clear
- Generations at Work by Lemke, Raines and Flibczak
- Mendenhall, T. (2012). Practicing What We Preach. The Dialogue, 8, 13, 2-4.
- Gallup. "[Is Quiet Quitting Real?](#)"
- Link to constructive feedback examples by Indeed Editorial Team: <https://www.indeed.com/career-advice/career-development/constructive-feedback-examples>