

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?

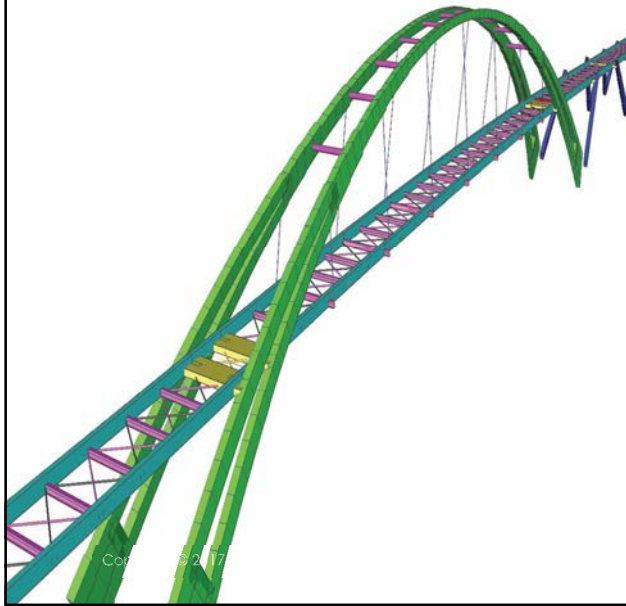
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Temptations of a new leader:

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

- Tap Potential
- Inspire
- Support

Respect

Trust

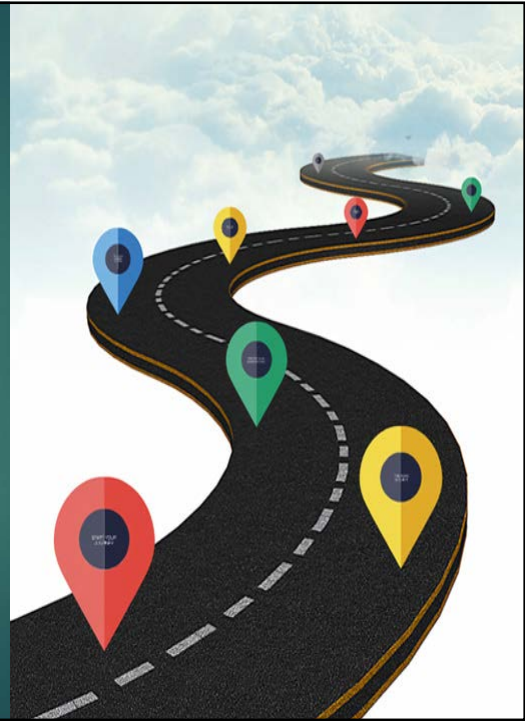
Trust, respect, communicate

1. Collaborate

- ▶ Work with team
- ▶ Build trust

2. Motivate

- ▶ Help team succeed
- ▶ Engage on mission



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What's your role?



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

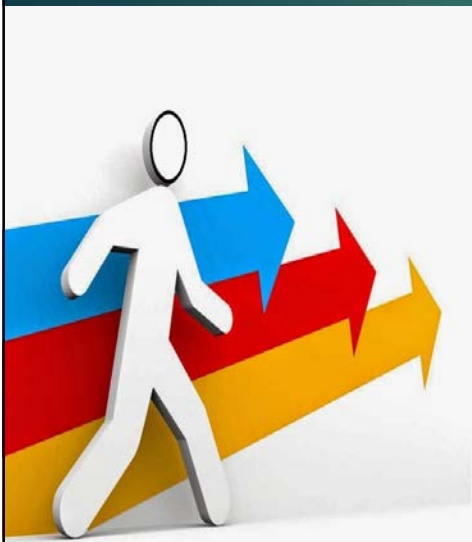
Michael K Simpson, *Unlocking Potential*

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Motivate...or not



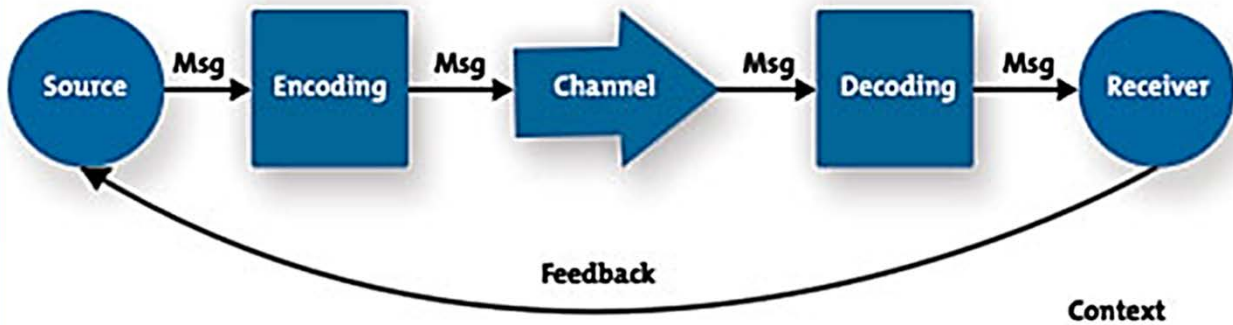
What are you really saying?



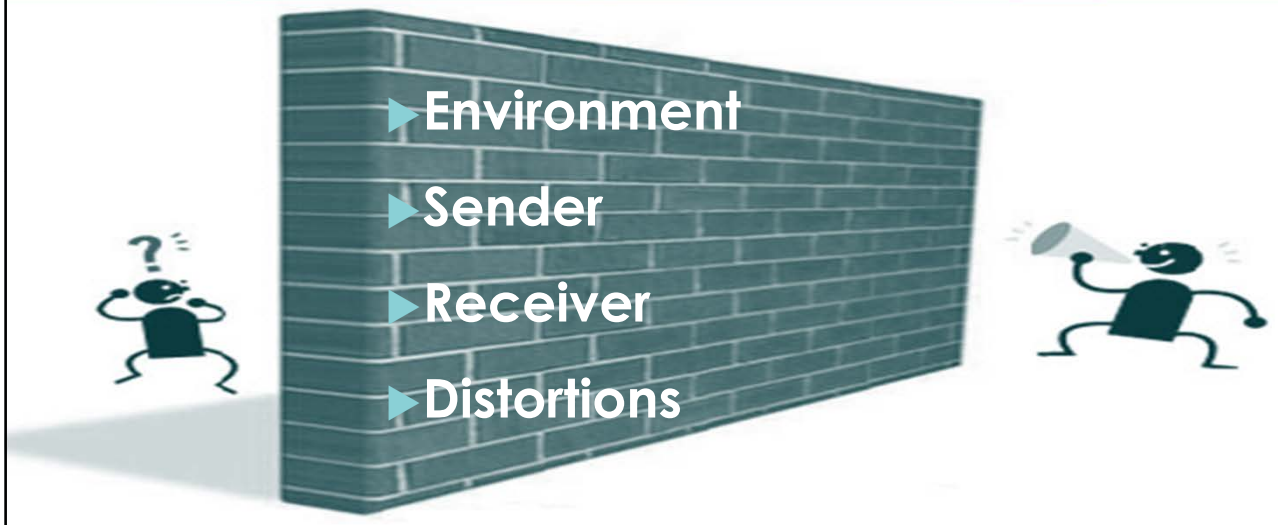
Accountability: the quality or state of being accountable... to accept responsibility or to account for one's actions

- ▶ What do your actions say?
- ▶ Do you “walk the talk?”

Communication path



Communication barriers



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

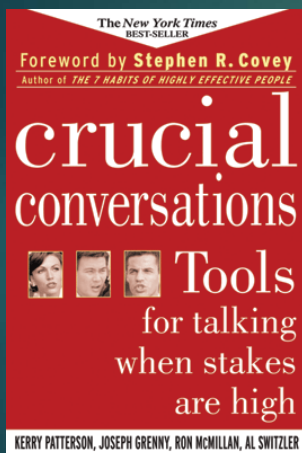
- ▶ Restate or summarize
- ▶ Minimally encourage
- ▶ Ask questions, provide feedback
- ▶ Pause and use silence

Key leadership skills

- ▶ Collaborate
- ▶ Motivate
- ▶ Communicate
 - ▶ Includes listening!

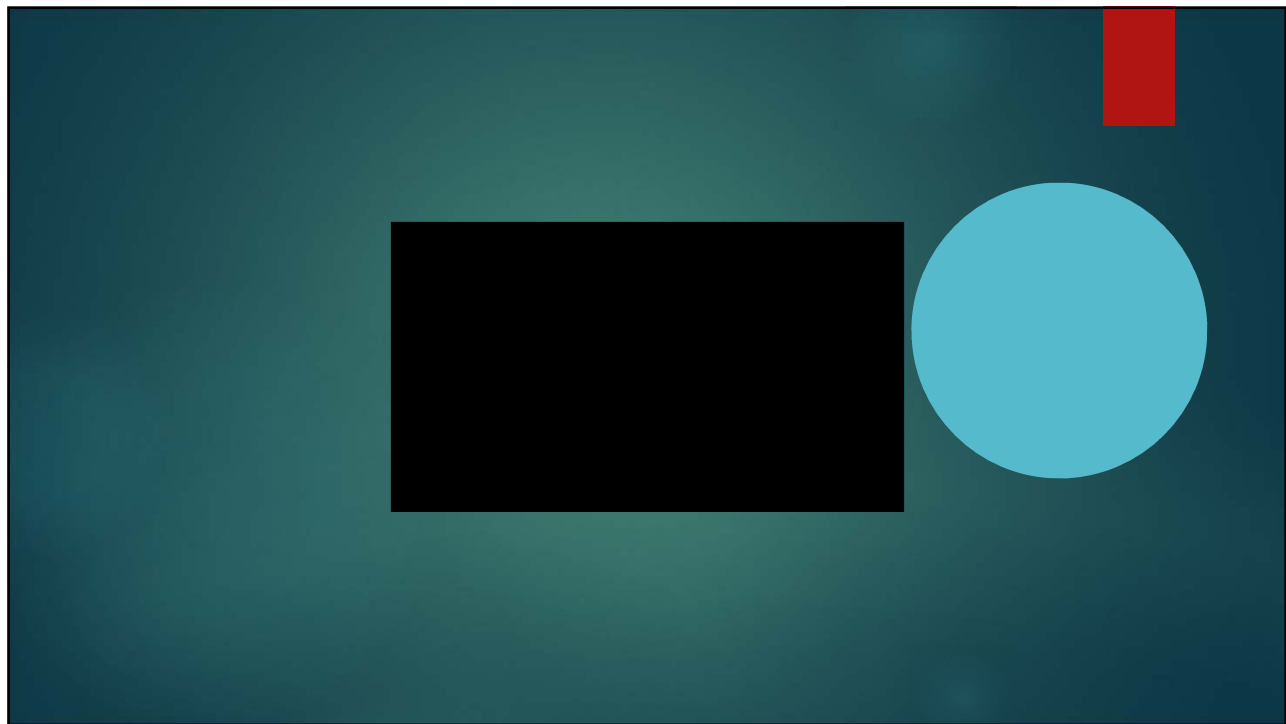


Crucial conversations



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?

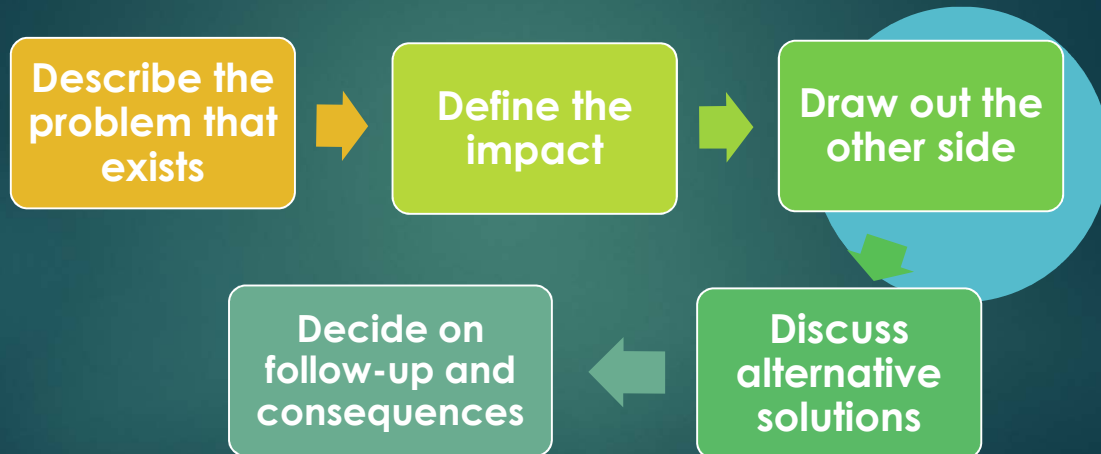


Evaluate: Tips for conversation

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

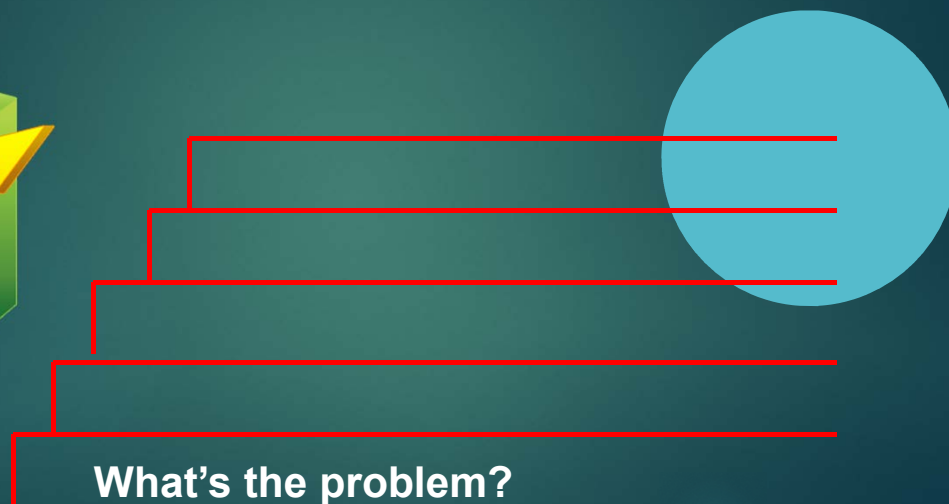


Evaluate: The process



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The conversation

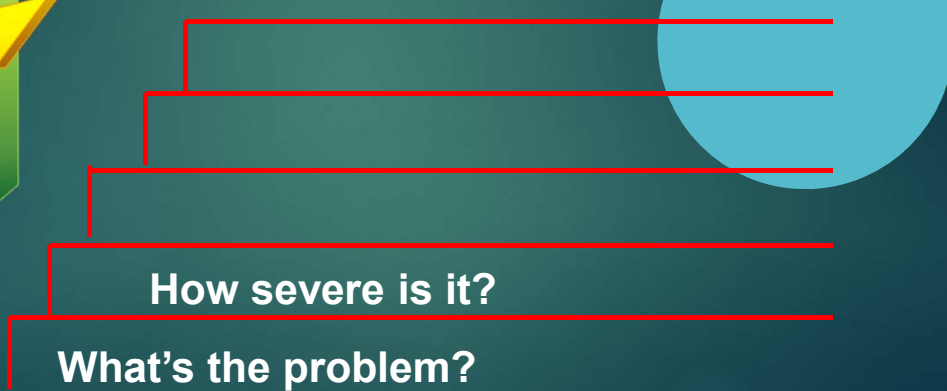


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The problem: the gap between



The conversation



The conversation



Let's talk about it.

How severe is it?

What's the problem?

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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



Document, document, document.

Let's talk about it.

How severe is it?

What's the problem?

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Monitor & document performance



Monday, January 26: expectations

Tuesday, January 27: expectations by 9%

Wednesday, January 28: expectations

Thursday, January 29: 10 minutes

Friday, January 30: expectations

Ralph met

Ralph exceeded

Ralph met

Ralph was late by

Ralph met

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Evaluate: The conversation



Did it work?

Document, document, document.

Let's talk about it.

How severe is it?

What's the problem?

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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

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Recap: Tools for success

- Collaborate, motivate, communicate
 - With trust, respect and communication
- Evaluate thoughtfully
 - With trust, respect and communication

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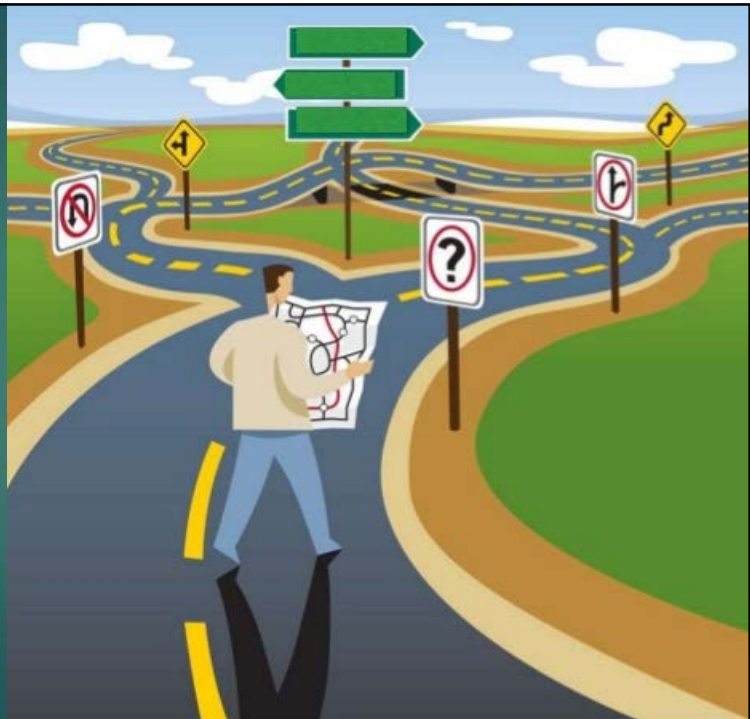
Supervisor's challenge:

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

Roy Williams

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Questions?



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