

Confronting Performance and Conduct Issues

- Communication
- Managing Performance
- Resolving Performance Issues
- Dealing with Misconduct

Objectives

- Recognize Road Blocks
- Facts vs. Assumptions
- Use Positive Language
- Recognize Nonverbal Cues

Participant
Guide
Page 2

Questions...

Think about someone you know who is a good supervisor – someone you would consider to be a role model for new supervisors.

Participant
Guide
Page 4

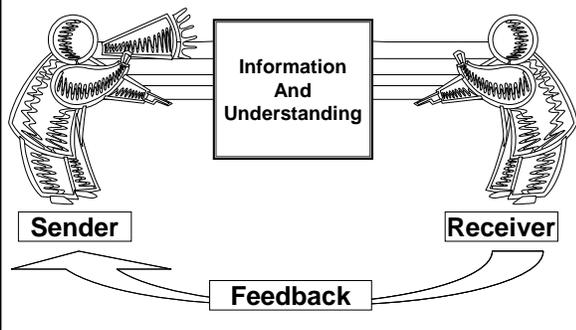
What traits or characteristics make this person a good supervisor?
How do you feel when you interact with this person?

Communication

The process of passing information and understanding from one person to another.

Participant
Guide
Page 4

Communication Model



Share Your Experience

- Have you ever had to deal with a performance and/or conduct problem?
- What communication challenges did you face?

Familiarize Yourself with the Territory

- Know the EMPLOYEE
- Know the WORK
- Know the SETTING

Think About It...

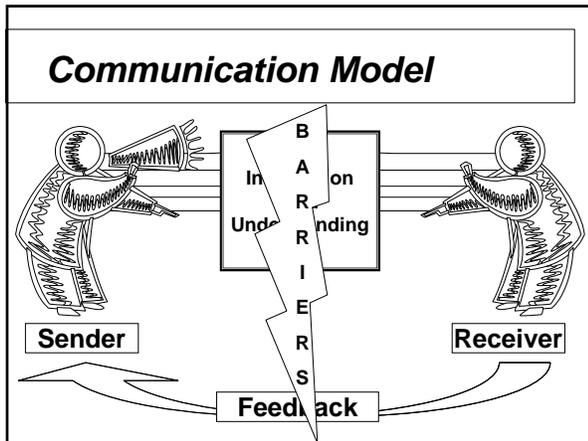
“I know you think you know what I said, but I wonder if you realize that what you think I said is not what I meant.”

- *Anonymous*

Think About It...

“A barrier to communication is something that keeps meanings from meeting.”

- *Reuel Howe*



Look Out for Road Blocks

Participant Guide
Page 6

Criticizing

“That’s a pretty stupid way to...”
“This is the worst writing I’ve ever seen...”

Name Calling

“You’re definitely a procrastinator.”

“You are a micro manager.”

Diagnosing

“I’ll tell you what your problem is...”

Moralizing/Advising

“This is an example of why you shouldn’t...”

“I learned a long time ago, that you have to...”

Diverting

“Before we talk about that, I have been meaning to chat with you about...”

“That reminds me of this other matter I wanted to discuss with you...”

Excessive ?'s

- How's that report coming?
- How's that report coming now?
- Any more progress on that report?
- Any progress since the last time that I asked how that report was coming?
- Have you had a chance to work on that report or have you been too busy answering my e-mails and phone calls about how the report is coming?

Ordering

“You will get this done before...”

“You don't have a choice in this, I am telling you that you have to...”

Threatening

“If you don’t get it done on time,
you are going to regret the
consequences.”

“I promise that you won’t like what
I’ll do if you...”

Look Out for Road Blocks

What are YOUR top 3 road blocks?

**Participant
Guide**
Page 6

Facts vs. Assumptions

**Participant
Guide**
Page 7

Check the Map

- What Is Your Destination?

What Is Your Destination?

- Ask yourself, "What is the result I want to accomplish?"
- Think through what you will say

Check the Map

- What Is Your Destination?
- Consider the Other Person's Perspective

Check the Map

- What Is Your Destination?
- Consider the Other Person's Perspective
- Anticipate Their Response

Check the Map

- What Is Your Destination?
- Consider the Other Person's Perspective
- Anticipate Their Response
- Own Your Own Message

Own Your Own Message

- Lead your statements with an "I" or "my" focus as opposed to "you" focus
- "As I see the problem..."
- "My perception of the situation..."
- "What I've noticed..."

Check the Map

- Be Specific--State What You See or Know

Check the Map

- Be Specific--State What You See or Know
- Invite Dialogue With Questions

Invite Dialogue with ?'s

- "Can you describe what obstacles you face?"
- "What do you think are possible causes for this situation?"
- "Let's brainstorm some ideas to improve this situation."

Check the Map

- Be Specific--State What You See or Know
- Invite Dialogue With Questions
- Explain the Impact

Check the Map

- Be Specific--State What You See or Know
- Invite Dialogue With Questions
- Explain the Impact
- Focus on Solutions

Focus on Solutions

- Use solution terms
 - Option, idea, recommendation, suggestion, proposal, solution
- "Let's explore some options for resolving this issue."
- "I have an idea that might help."

Check the Map

- Be Specific--State What You See or Know
- Invite Dialogue With Questions
- Explain the Impact
- Focus on Solutions
- Avoid "Trigger Words"

Avoid Trigger Words

- Always, never and constantly
- Should, must and need to
- Not, can't, won't and don't
- Try, maybe, perhaps, may
- I promise...
- To be honest...

Positive vs Negative

- Negative
 - "Why didn't you finish this project on time?"
- Positive
 - "It is not acceptable to miss important deadlines. Let's talk about how this happened and how to prevent it from reoccurring."

Check the Map

- Be Specific--State What You See or Know
- Invite Dialogue With Questions
- Explain the Impact
- Focus on Solutions
- Avoid "Trigger Words"
- Disagree Without Being Disagreeable

Disagree Without Being Disagreeable

- Say that you disagree and explain why
- Offer an alternative solution

Same Words...Different Meaning

I did not say he lost his radio.

Using Positive Language

Participant
Guide
Page 10

Help Your Employee To Prepare

Participant
Guide
Page 11

Help Your Employee To Prepare

- Give advance notice
- Explain the purpose
- Provide resource materials
- Emphasize joint effort
- Arrange private meeting place
- Have calls held
- Have documents on hand

Read the Signs!

1

Participant
Guide
Page 11



Read the Signs!

2



<i>Read the Signs!</i>
3



Read the Signs!

4











Take in the Scenery

- Listen for Meaning
- 80/20 Rule
- Make Sure You're on the Same Trip
Paraphrase, Repeat, Ask Questions
- Check Nonverbal Messages
- Check Emotions

Don't Get Distracted!

Participant
Guide
Page 12

Don't Get Distracted!

- Listen for Meaning
- 80/20 Rule
- Make Sure You're on the Same Trip
Paraphrase, Repeat, Ask Questions
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Reach the Destination

- Collaborate on a Solution
- Agree on the Steps
- Put Agreement in Writing
- If Met, Acknowledge and Celebrate!
- If Not, Take Another Road Trip!

What Would You Do Differently?

**Participant
Guide**
Page 14

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 - Click on the DOI Learn tab
 - Go to the link under Class Evaluation for *Communication: The Key to Performance Management*
3. Complete the evaluation within 2 weeks of the course, by June 6, 2007.
