

Tools for your Difficult Conversations

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Why employees don't get the job done?

- ▶ A. They don't know how.
 - ▶ B. Something or someone keeps them from doing it.
 - ▶ C. They don't want to.
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- ▶ What is Performance Management?

Supervisor/Manager Responsibilities

- ▶ Performance Management
 - Planning/expectations
 - Feedback/ Coaching
 - Evaluation

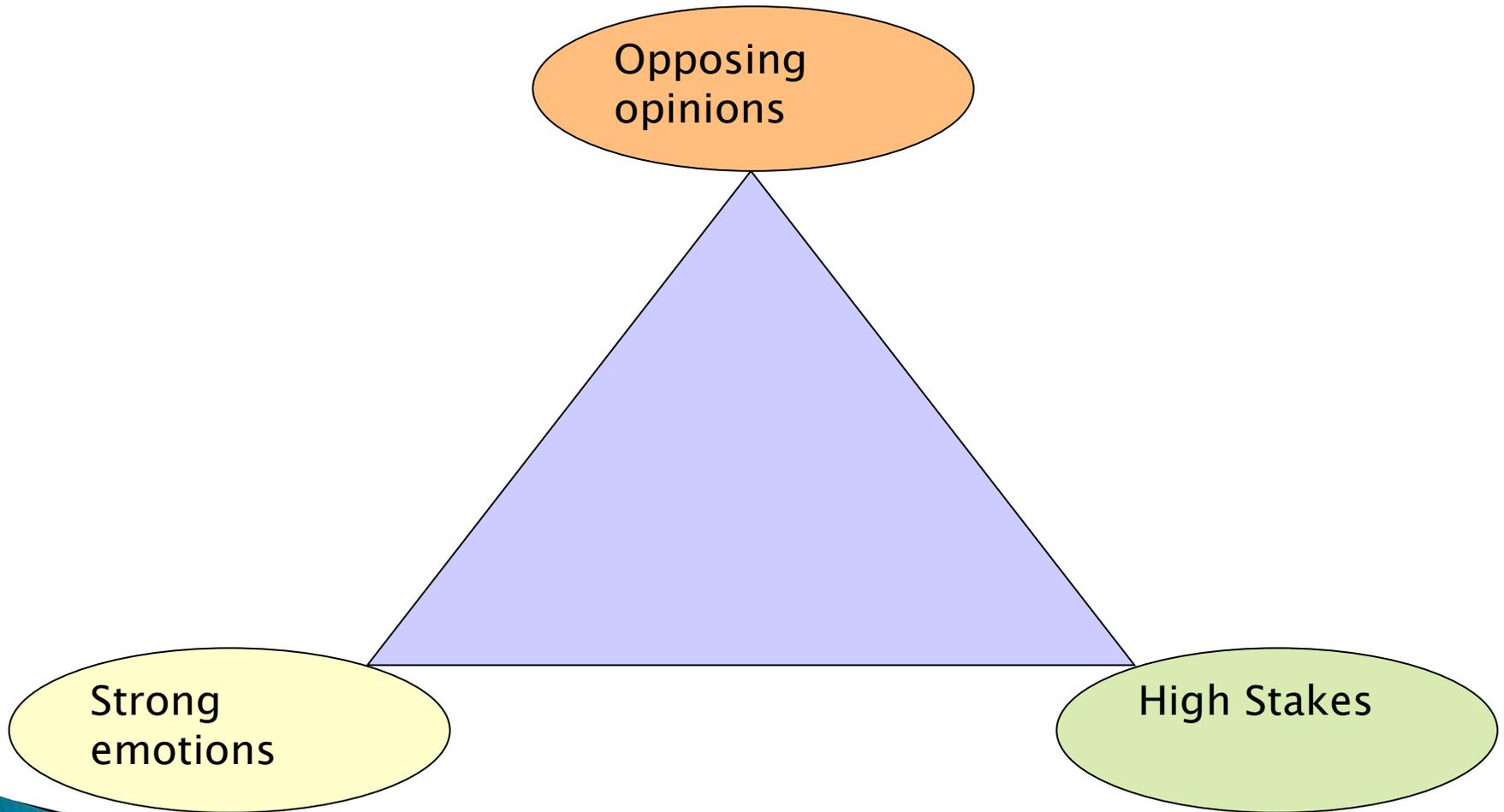
A Positive Process

- ▶ **Improve communication**
 - ▶ **Make planning a real process**
 - ▶ **Create Agreements**
 - ▶ **Make career improvement and advancement a part of supervision**
 - ▶ **Provide opportunities for growth**
 - ▶ **Document issues**
 - ▶ **Critique supervisors skills**
 - ▶ **Assess staffing needs**
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What makes a conversation difficult or crucial?



3 Elements



Giving Negative Feedback Effectively

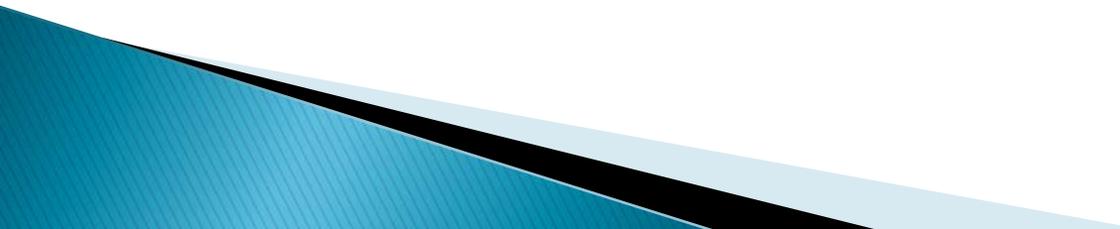
- ▶ 1. Tell the person exactly what you observed.
 - ▶ 2. Explain how you feel about the actions and the impact of his or her behavior.
 - ▶ 3. Solicit feedback from person.
 - ▶ 4. Show support for possible solutions.
 - ▶ 5. Get a commitment to improve behavior.
 - ▶ 6. Reaffirm that the employee can be successful and provide value to the agency.
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The Two – Minute Challenge

- ▶ 1. State what you have observed.
- ▶ 2. Wait for a response.
- ▶ 3. Remind them of the goal.
- ▶ 4. Ask for a specific solution.
- ▶ 5. Agree together.



M.E.E.T.

- ▶ Make time to discuss
 - ▶ Explore differences
 - ▶ Encourage respect
 - ▶ Take Responsibility
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Situation

You are a team manager who has been working with one of your direct reports (Sue) for the last couple of months on a number of projects. Recently, Sue has become “snippy” during your interactions. You wonder if you’ve done something to upset her. It is important that you two communicate frequently on this project.

*Consider the M.E.E.T. model to resolve the situation.

Questions?

Thank you!