

Title: GTACC Jan 2010 Follow-up Summary
Sub-Title: Addressing Tough Employee Issues

For those of you at the GTACC session on Tuesday, January 26th, here are a few key notes to remind you of the great session put on by Winston from the SwitchGear team. For those who missed it, the session focused on How to Address Tough Employee Issues. Some of the topics were:

- Why it is important to address issues and quickly? What’s the impact on culture and performance?
- Which emotions prevent leaders taking this on? How to prepare.
- How do you get your entire team of managers delivering this important feedback in a consistent way?
- What is the process to do this in a systemized manner?
- How do you know if you are successful?

Context about this Workshop!

The workshop was a 90 minute accelerated view of a ½ day SwitchGear workshop -- which is a module of their Leadership & Coaching System. For more information about Coaching skills for your front line management team, call Winston Siegel at 416-566-7573 www.switchgear.ca

Key Insights



What we say to ourselves that prevents us from addressing tough issues:

- I don't know what to say...
- I don't think he's capable of changing...
- Maybe it will get better – wait and see...
- I'm worried about her reaction..
- What if I make things worse?...
- He'll be demotivated...
- The last time it didn't go so well...

What are the strategies to deal with anxiety and stress over confrontation.

The Dilemma of Delay Impacts Culture

Using an 8-step Approach delivers Consistent results

- STEP #1: Reserve a time
- STEP #2: Prepare Properly
- STEP #3: Set The Agenda
- STEP #4: State the Issue Clearly, Listen
- STEP #5: Share Options & Strategies
- STEP #6: Reinforce the Relationship
- STEP #7: Notes & Notification
- STEP #8: Follow-up

There are 12 best practices of communication when delivering this feedback. #1...Don't sugar coat it, they can handle it.

Insights from the Jan 26 GTACC workshop:

- In preparing, lose the judgment about the employee. It will cloud your approach.
- Don't assume they know they have this behavior.
- Don't assume it is a "will" issue when it is more likely a "skill" issue.
- Also, don't assume they know HOW to correct it. Even absence isn't as simple as it might seem.
- Be a good listener, your ears will never get you in trouble.
- Self-discovery is a muscle and most of us need help to strengthen it.
- We all have blind spots. It's a coach's role to help us see them.
- When you do not have direct evidence of the behavior – collective hearsay – then still do the coaching but do not present it as reality. Present it as a perception that they should consider addressing.