Review

• Listening
• Ladder of Inference
• Getting to know others
• Your DiSC Style
• Stepping toward other styles
What’s sticking with You?
Stand up Please…

• Find the folks affiliated with your department or area
• Identify a speaker for the group
• Talk among yourselves to agree how the speaker should respond (briefly) to this:

What is the main purpose of your department or area?

• We will go by group, speaker will go last
• Everyone will say their name, department, years here
• Speaker will do the same and end with the purpose statement
Session Goals

Learn how to:

• Select the best people for the job
• Document performance
• Build strong work relationships
• Provide feedback
• Deal with resistance to feedback
• Implement progressive discipline
• Apply a coaching model for development
Agenda

• Selecting the best person for the job
• Performance Documentation
• One on One Communication
• Feedback
• Progressive Discipline
• Coaching for Development
Hiring

• Most important thing you do
• Institution oriented decision
• Best hire is not always like you
• Comply with legal issues
• “Behavior based” interviewing
It’s Your Responsibility to...

- Make effective choices
- Hire the best fit for the job
- Be objective and fair
The Process must be

• Fair
• Accessible
• Legal

http://www.middlebury.edu/offices/business/hr/supervisors/hiring-staff
Partner with Employment in HR

• Position posting
• Advertising
• Interview training

http://www.middlebury.edu/offices/business/hr/supervisors/hiring-staff
Hiring Manager Leads the Process

• Process and questions should be
  – Planned
  – Consistent
  – Synchronized
  – Job related
  – Documented
Behavior Based Interviewing

- Past experiences predict future behavior
- Evaluate
  - ability to perform job requirements
  - presence or absence of skills
A Simple Behavioral Interview Question

“Sometimes we have to provide service to a difficult person. Tell me about a time when you served someone whom others might have described as difficult?”
### Three Parts

<table>
<thead>
<tr>
<th>Lead</th>
<th>Question</th>
<th>Behavior</th>
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<tbody>
<tr>
<td>Sometimes we have to provide service to a difficult person.</td>
<td>Tell me about a time when you</td>
<td>served someone whom others might have described as difficult?</td>
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</table>


Two ways to Create Behavioral Questions

• Use the Interview Creation Tool
  http://ict.manager-tools.com/login

• Develop your own
Part 1 – Develop The Lead

• Review the job description
• Capture key activities for the position
  – Do it yourself
  – Ask team members who would know
Questions to Ask to Develop?

• What are the vital activities for this position?
• What do they need to accomplish?
• What would I see them do?
• With whom do they interact?
• What information do they provide to me?
• What do they produce that I report on to others?
• What do my top performers do?
• What are the metrics required for the job?
Write the Lead

• Describe what is required
• Identify the *frequency*
Examples of Leads

• We *often* are required to come up with new program ideas...
• *Sometimes* we have to recommend strategic initiatives with a lengthy presentation...
• *Frequently* we’re asked to fulfill special requests quickly...
• *We routinely* have to work under tight time pressures from May through July...
Part 2: Add the Question

Choose from this list – or develop your own that fits

• Tell me about a time when you...
• Describe a situation where you...
• When have you had to...
• Walk me through an experience where you...
• Share with me an example of you demonstrating...
• Give me an example of a situation where you...
<table>
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</tr>
</thead>
<tbody>
<tr>
<td>We field all customer service requests here, and they’re not always praise.</td>
<td>Tell me about a time</td>
<td>when you had to defuse a difficult customer complaint.</td>
</tr>
</tbody>
</table>
We are structured around cross-functional teams, which at times can make things challenging.

Walk me through an experience where you had to persuade rather than direct because you weren’t the boss.
<table>
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</tr>
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<tbody>
<tr>
<td>We manage over 250 projects, and are often swamped with work.</td>
<td>Share an example of you focusing on a clear goal and ignoring distractions.</td>
<td></td>
</tr>
</tbody>
</table>
Think of a position that reports to you

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<th>Behavior</th>
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<tr>
<td>Describe what happens:</td>
<td>Pick one from the list or add your own</td>
<td>State the behavior you want described based on the lead:</td>
</tr>
</tbody>
</table>
Plan the Interviews

• Group or multiple meetings?
  – Write the questions down
  – Coordinate who is asking what questions
  – Do not wing it
  – Meet in advance to plan
  – If a person can’t commit - don’t include them
  – Good candidates look for a good interview process
  – Use the same process for 2nd interviews
The Interview

- Establish rapport
- Avoid personal comments
- Share expectations
- Invite questions
- Ask for a verbal work summary
- Ask behavior based questions
- Invite questions
- Explain Next Steps
The Interview

• Take your time on each question
• Probe for behavior
• Get comfortable with silence
• Seek contrary evidence
Reference Checking

• Check references for finalists
• The process and questions should be
  – Planned
  – Consistent
  – Synchronized
  – Job related
  – Documented
They are qualified for the job, but...

• We didn’t click
• She’s not like me
• He wouldn’t fit in
• The other person would be easier to get along with...
Once Hired...

• Pay attention!
• Provisional period - 3 months
• Provide reviews at 1 & 3 months
• Nip issues in the bud
• Act before 3 months are up
• Document
Performance Documentation

• Keep working files for all of your staff
• Document key behaviors & results
• This means:
  – Write it down!
  – Keep it safe & confidential
  – Keep it brief & objective
How to Document?

Hand written is just fine. Short hand is ok; also keep a secure electronic folder for emails and documents.
12/23/11 D.A. - finished
MT project ahead sched.
↑F from Staff
↑F
1/4/12  D.A
Missed budget deadline

☑️  new due date 1/7/12
⇒ 1/5 EH
11/12/11  S.A

Excellent facil. of team conflict - saved time on project

(↑K)
12/30/11 S.A.

Outburst in team meeting

☑️ discussed issues

→ 12/31/11 EM
11/15/11  F.S.

Pattern of lateness to team meetings - last 4 of 5 F.S. will resolve
12/29/11 F.S.
solved D.A.'s problem
with P.P. files ✅
to meet deadline
11/15/11  F.S.

Pattern of lateness to team meetings—last 4 of 5 F.S. will resolve

1/29/12  F.S. 100% on time → team meetings
How do you keep and develop the great staff that you have, and how do you manage the challenges?
Core Manager Behaviors

• One on one communication
• Feedback
• Coaching for development
• Delegation
“It’s all about people ... every hour you spend on getting to know and developing your people vs. time spent on systems, processes and policies will yield great results for everyone.”

- Mark Horstman, Manager Tools
One On One Communication

**What:** Encourage relationships

**How:** Regular Communication
Schedule One on One Time

• Individual time
• Regularly & systematically
• Primary focus is on them
• Done with each of your staff
Scheduled & Systematic

• Consistency is key
• NOT ad-hoc
• Set time interval
• Rarely missed
• Reschedule within days
How Often & How Long?

• It depends
  – Weekly
  – Bi-weekly
  – Monthly
  – 15, 30, 60 minutes
Meeting Recommendations

• Set a reasonable time & interval
• Divide the time into thirds
  – 1/3 for them
  – 1/3 for you
  – 1/3 for the future
• Take notes
What Do We Talk About?

• What ever they want
• Whatever you want
• Future development
• Get them started
  – What’s new?
  – How are you?
  – Tell me about what you are working on...
Don’t have time on your calendar?

• You may 3 weeks from now
• Email your staff (or post a chart)
• Explain the purpose
• Offer times 3 weeks from now
• Offer 1.5 times the slots needed
• Give a deadline
• Ask for “reply all” so taken slots are communicated
Please Write Down...

• Names of your staff
• Are you meeting regularly with all of them?
• How often how long?
• If not how often and how long could you?
• What could you adopt or add to your process?
• Benefits?
• Challenges?
• Discuss with a partner
Feedback

**What:** Encourage Effective behavior

**How:** Frequent performance communication
Feedback Model

- Effective behavior gets repeated
- Ineffective behavior gets changed
- Effective managers focus on the future
Table Talk

• Why do some of us resist giving feedback?
• Why do some of us resist getting feedback?
“Choosing not to give the feedback which is our responsibility is putting personal preference over the needs of the organization. And that’s not professional.”

- Mark Horstman, Manager Tools
The Behavior Continuum

Acceptable Behavior  Uncertain Behavior  Unacceptable Behavior
The Behavior Continuum

85% Positive Feedback
10% Negative Feedback

Acceptable Behavior
Uncertain Behavior
Unacceptable Behavior

Termination
Progressive Discipline
## The Feedback Model

<table>
<thead>
<tr>
<th>“Can I give you some feedback?” or “Can I share something with you?”</th>
<th>When you... (describe the behavior)</th>
<th>(Describe the impact)</th>
<th>“Thanks”</th>
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</table>

Can I give you some feedback? When you take the extra time to get our new team member settled in, it really makes her feel welcome, thanks!
Can I share something with you?

When you come to meetings prepared, we are able to stay on target with the project, thanks!
Practice Using the Model

Using the format below, write 2 examples of actual positive feedback that you have given or could have given to a direct report:

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• Your direct report consistently provides his monthly report to you on time, accurately, with helpful analysis – which helps when you roll the report up to your boss.
• Your direct report attended an important last minute meeting for you – since you got stuck in travel. She also provided a summary to you right away, enabling you quickly weigh in on an important issue.
Tailor Feedback

- Make Feedback more effective
- Consider DiSC style
- Tailor the impact step to D, I, S, or C
Can I share something with you?
When you come to meetings prepared,
Feedback Model

<table>
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<tr>
<th>“Can I give you some feedback?” or “Can I share something with you?”</th>
<th>When you... (describe the behavior)</th>
<th>(Describe the impact)</th>
<th>“Could you...?”</th>
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Can I give you some feedback? When you come in late for your shift, it puts us behind in our work, could you be on time?
Your direct came in 10 minutes late to an important meeting that you were in with other colleagues. She was disruptive when she entered and asked for an update on what she missed.
• One of your directs often behaves impatiently in staff meetings. Today in the meeting you observed him rolling his eyes, crossing his arms and sighing when a team member was making a point. His behavior was not lost on other team members.
• One of your directs failed to complete an important report on time – even though you were clear about what you needed and when it was due. You had to do it yourself to make the deadline for your boss, which put you behind on other commitments.
Pattern of Poor Performance

- You’ve given feedback
- Now give it based on the lack of change
- Move to progressive discipline
Progressive Discipline Process

Middlebury College Policy

- Verbal Warning
- Written Warning
- Written Reprimand
- Termination
Verbal Warning

• Usually the first step
• You have given and documented feedback
• A negative pattern continues
• No info needed in HR file
• Must say the words
  – “this starts the progressive discipline process...”
• Must Document in working file
Verbal Warning is the first step

Your pattern of lateness is serious; I am giving you a verbal warning which starts the progressive discipline process. I expect you to be here on time, if you do not change this pattern it could lead to a further disciplinary action.
Written Warning

• Next step – more formal
• Requires conferring with Human Resources
• Some situations may warrant starting with this step
• Manager delivers in person, HR usually attends
• Document created, signed and filed in HR
• Outlines expectations and consequences
Due Process

• Did you:
  – Make expectations clear?
  – Give feedback and ask for change?
  – Seek to understand their perspective?
  – Provide a Verbal Warning?
  – Document in your working file?
Be prepared when meeting with HR

Gather your documentation

1. What is the background?
2. What are the details?
3. What expectations are not being met?
4. What have you discussed with the person?
5. What is their perspective?
6. What is the plan for improvement?
7. What corrective actions need to be taken?
Written Reprimand

- The last step
- Adds probationary period
- Termination could occur during probation
- Manager delivers in person, HR attends
Termination

- Could be progressive or caused by one serious act
- Must be approved by
  - Next level manager
  - Human Resources
The Behavior Continuum

**Challenge:** set a goal to provide positive feedback At least 3 times per day

- 85% Positive Feedback
- 10% Negative Feedback

- 100% Acceptable Behavior
- Uncertain Behavior
- Unacceptable Behavior

Termination
Progressive Discipline
Peer Feedback Model

<table>
<thead>
<tr>
<th>Begin with your natural style</th>
<th>When you (insert behavior)</th>
<th>(describe the impact)</th>
<th>End with your natural style</th>
</tr>
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Begin with your natural style, when you (insert behavior), (describe the impact), end with your natural style.
How to Receive Feedback

• Adopt a mindset of eagerness
• Lean toward
• Show interest
• Elevate tone
• Speed up response
• Say “Thank you”
Peer Feedback Practice

• Your peer is late for meetings

• Your peer constantly talking over you

• Your peer has promised that you will do something without checking in with you

• Your peer has given one of your direct reports a project without checking in with you
Resistance to Feedback?

• How have you dealt with resistance to giving and receiving feedback?
• How have you managed discomfort that can come with giving or receiving feedback?
Feedback

• Encourages effective behavior
• Can be given anytime
  – Including during one on ones
• Can lead to coaching for development
Coaching

**What:** Encourage improved capability

**How:** Goal oriented self improvement
Coaching

- Coaching demands development
- To develop, you don’t have to train
- Your directs are responsible for their own improvement
- You CAN coach every direct during your one on ones

Diagram:

- Goal
- Act
- Plan
- Resources
Set a Goal

• What does the person want – or need - to do?
• Set goals
  – What are you coaching them on?
  – By when? (date)
  – And how you will know? (to what standards)
Document the Goal

Write the goals down
– “By 2/24, you’ll chair weekly staff meeting: prepare agenda, start/stop on time, with notes”
– “By 5/22 you’ll produce the monthly report, on time, error free”
Brainstorm Resources

- **Ask**: What are all the potential resources?
  - Make a list together
  - Go for quantity
Plan

• Pick a resource
• Let them have significant input
  – *They* will be doing the work
  – Let them choose the path
  – Consider their DiSC style and other preferences
  – List some sequential tasks for using the resource
  – Establish due dates
Plan

- Identify small, frequent & do-able steps
  - Early success leads to more success
  - Follow up with more small steps
Act!

- Your direct implements the plan
- Your direct reports to you on weekly progress
- If goal met – give feedback
- If goal not met – give feedback
- Adjust the plan as needed
Coaching Cycle

- If you need more resources – go back to the list and pick a new one, then plan & act
Practice

Your direct wants coaching on presentation skills

• Find a partner
• Work together
  – Set a goal
  – Brainstorm resources
  – Pick a resource
  – Plan one action step with a deadline
Review

• Select the best person for the job
• Performance documentation is a must
• One on One communication builds relationships
• Feedback encourages effective behavior & results
• Know the progressive discipline process
• Coaching supports individual improvement
Homework & Next Session Overview

• Reading on Moodle
  – See “Session 3 Homework”

• Next week
  – The performance management cycle
  – Setting expectations
  – Writing goals
  – Delegation