

PERFORMANCE PROBLEMS

Identify the root cause and suggestions for the following performance problems.

Steve

Steve has been a customer service representative for a year. He is frustrated at the day-to-day tasks and unsure how to answer many of the customers' concerns. He has the highest rate of dropped calls and technical problems with his customer service tracking system. He is unsure of where to go with his concerns so he is looking for another job.

Root cause: _____

Suggestions for his manager:

Mia

Mia has been working as a lab technician for a small clinic for almost five years. She has enjoyed working there but has recently slipped in her performance by coming in late and not completing all of the tasks during her shift. She has never had a performance review because she reports to a clinic manager who is more focused on finances than on the technical side of the business.

Root cause: _____

Suggestions for her manager:

Chris

Chris was just promoted to assistant manager in the project engineering team. He has been working for the company for almost eight years and has been an outstanding performer. He has recently missed deadlines and a meeting that was important to his team. When Chris was asked why he was not at the meeting, he said that he didn't see it on his calendar. He likes to be sure that all of the work gets done so he spends a lot of time working with each project engineer on the details rather than delegating and allowing them to be responsible for their work. He seems overwhelmed, although he doesn't say anything.

Root cause: _____

Suggestions for his manager:

PERSONAL PROBLEMS

Ask participants to analyze their assigned personal problem using workbook pages 26 through 33 in preparation for group discussion.

Depression

What are signs of depression?	What would you do if this happened in your work team?

Grief Reaction

What are signs of grief reaction?	What would you do if this happened in your work team?

Hostility

What are signs of hostility?	What would you do if this happened in your work team?

Chemical Dependency

What are signs of chemical dependency?	What would you do if this happened in your work team?

POSITIVE FEEDBACK

Let employees know what specifically you appreciate about them, their work, their involvement, and their initiative.

Work Team or Employee: _____

Kind of Reinforcement:

How will it be communicated? What might you say?

When will it be communicated?

PLANNING A COACHING OR COUNSELING SESSION

Identify a coaching or counseling session that you need to conduct with one of your employees.

Part I

Employee situation:

Will you be coaching or counseling? ☐ Coaching ☐ Counseling

What will you say?

When will you have this interaction?

Part II

Additional suggestions from the session checklist and guidelines:
