# **CRUCIAL CONVERSATIONS: EFFECTIVE TACTICS FOR** SETTING EXPECTATIONS AND EMPLOYEE ACCOUNTABILITY

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## AGENDA

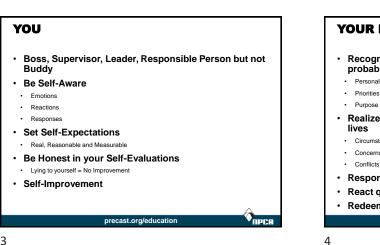
- Introduction
- Expectations •
- You
- Your Employees
- Atmosphere, Attitude and Morale Invisible Forces •
- Setting, Communicating and Managing Expectations

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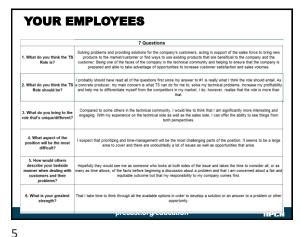
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**Confronting and Dealing with Poor Performance** •



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- Respond appropriately NO MATTER WHAT!

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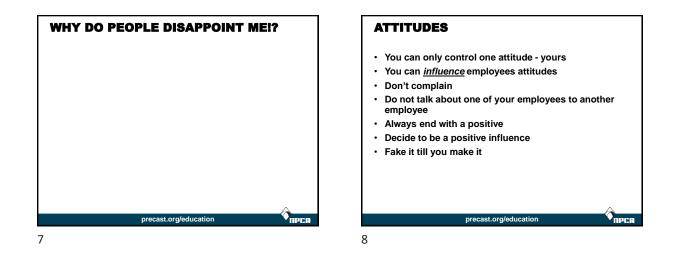
- React quickly to issues
- Redeem if at all possible



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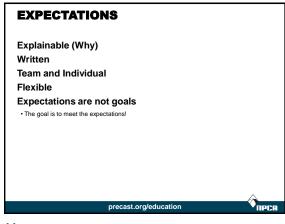
#### MORALE

Employee satisfaction, how the employee feels

- · Praise for a job well done
- · Recognition for team and individual accomplishment

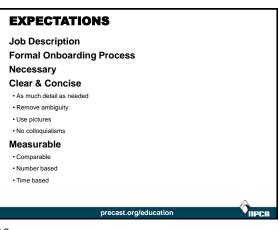
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- · "We did it and you were a big part of it"
- · "I didn't meet expectations"
- · Sorry seems to be the hardest word...
- "Yes, that's a great idea, let's try it"
- · Be an encouragement



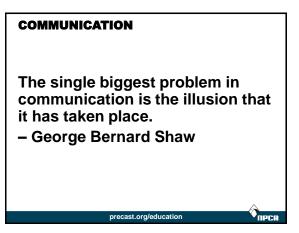


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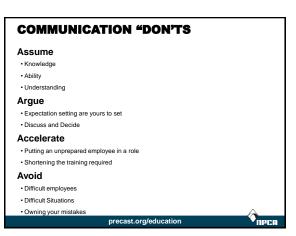
#### COMMUNICATING **EXPECTATIONS**

- Team Meetings
- Share your vision and goals for the team
- One on one Ask 3 times
- Read the body language (Dangerous)
- · Review what is written
- · Agreement and Commitment
- Check in and provide feedback
- · Day one

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- Adjust quickly
  Are the expectations unreasonable · You may expect more over time
- Ask questions





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# **MANAGING EXPECTATIONS** Manage Up

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- · Push back on unrealistic or unnecessary expectations
- Communicate the root cause for unmet expectations
- · Communicate the plan for meeting expectations
- · Use "we" not "they" in communications
- · Communicate any individual employee plans for improvement

Make sure the expectations are attainable with the available tools, time and equipment

#### Be Consistent

Manage your "expectation scale"

- New employees
- Previous experience

**Anticipate Problems** 

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### **LEADERSHIP REVIEW**

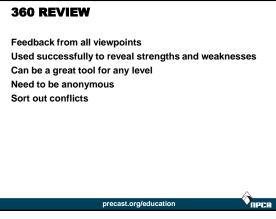
Separate reality and perception I think I'm a great communicator Helps to get the team on the same page Engagement Reveals areas for improvement · A great opportunity to set an example Often reveals communication issues or communication style issues **Builds trust** Encourages employees to improve О<sub>прся</sub> precast.org/education

#### **ANNUAL PERFORMANCE REVIEWS** I hate them · Keep notes throughout the year · Review the annual review quarterly Only having performance reviews once a year doesn't work · "See something, Say something" Good and Bad Performance reviews like expectations and goals must have clear guidelines Using the same "form" for every role doesn't work Feedback and evaluations must be actionable "Fuzzy" evaluations are meaningless

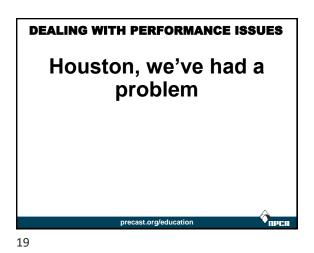
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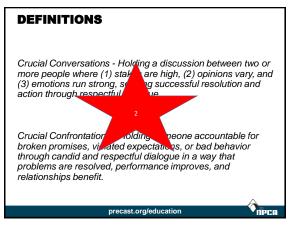
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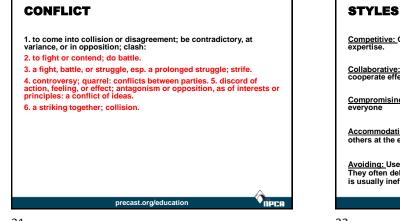
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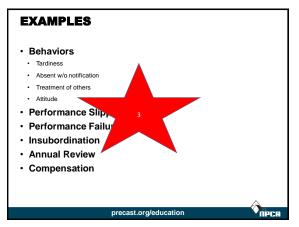


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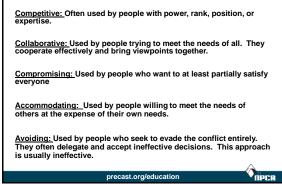






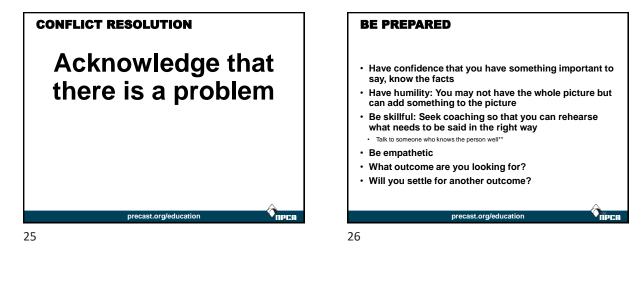




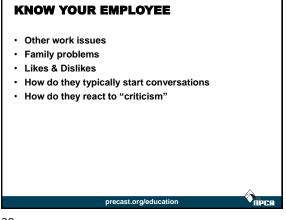












# SET UP THE MEETING

- · Choose a private location
- · Have only the necessary parties there (No Spectators)
- · Have a clear agenda
- Have a clear purpose



### **GETTING STARTED**

Make sure that good relationships are maintained: As far as possible, make sure that you treat the other calmly and that you try to build mutual respect. Do your best to be courteous to one-another and remain constructive under pressure;

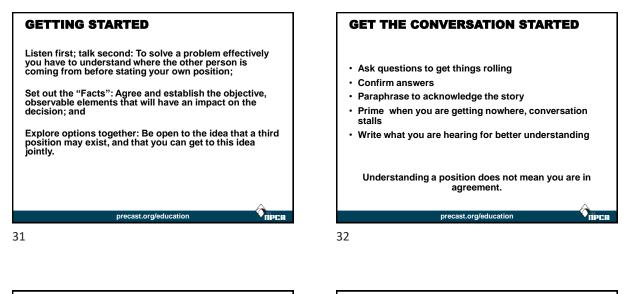
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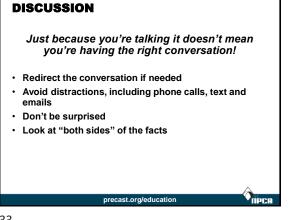
Keep people and problems separate: Recognize that in many cases the other person is not just "being difficult" – real and valid differences can lie behind conflicting positions. By separating the problem from the person, real issues can be debated without damaging working relationships;

Pay attention to the interests that are being presented: By listening carefully you'll most-likely understand why the person is adopting his or her position;

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### SELF AWARENESS

- Be aware of your attitude Physical and Mental
- Be aware of the impact of what you are saying has on your employee
- Be aware of the impact on you of what the employee is saying

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- Know when it's time to end the meeting
- Know how to end the meeting

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#### DISCUSSION

- Keep emotion out of your discussion
- · Avoid arguing to make your argument
- · Don't hide or make someone else the bad guy
- Use "I/We" not "you"
- Avoid emphasis on certain words
- · It needs to be a win/win not win/lose
- Capture the solution or resolution and next steps and review with the employee

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## RESOLUTION

You and the employee agree that there is a performance problem and you develop an improvement plan

You and the employee disagree and you still develop an improvement plan without employee input

You and the employee agree that the expectations are unrealistic

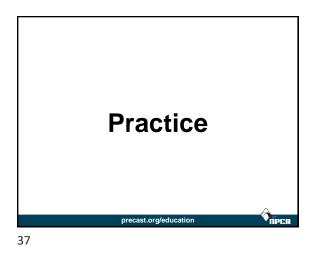
You and the employee agree that the job isn't right for him and find him a different role

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You decide that termination is the only solution

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