MANAGING PERFORMANCE WITH
CRUCIAL CONVERSATIONS

TRAINING NEED

HR teams deal with increasing Fair Work Commission intervention when managing performance because of changes to laws, constant workplace change and increasing awareness of rights.

Reliance on complex processes such as formal performance improvement plans don't work - if they did they would be used on top performers as well as poor performers.

Reliance on warning letters does not get performance results and often does not build the case to remove poor performers and avoid the risk of successful legal claims. Many workplace investigations of complaints are nothing more than unaddressed poor performance issues over time.

The solution is to manage most workplace behaviours as performance through meaningful, regular performance discussions (supported by email) and not complex performance or disciplinary processes.

Technology hasn't replaced the need and want for conversations. Managers must be responsible for effectively managing their team members (with HR support) and to continue in the face of any claims made during these processes.

This will get you results or removal with respect.

ACTIONABLE OUTCOMES

Participants can apply the tools taught to know how to:

1. Bring Managerial Authority by understanding what is, why it is fundamental to being a manager and cannot be outsourced to HR

2. Use DISC to understand their Management style and how to adjust that style so people will genuinely be open to performance conversations

3. Apply 'performance framing' to achieve results or respectfully remove employees by 'self-selecting' or consequences with no surprises

4. Focus on Making the Right Decisions which are often the hard, right decisions not the easy, wrong ones

5. Have crucial conversations supported by emails to effectively 'build your case'. That way there is only one process removing the artificial distinction of formal and informal processes and separate legal processes

OVERVIEW OF TRAINING

Understanding the current problem with performance management	• 4 common types of poor performing employees • 4 common types of ineffective managers • Commonly arising legal claims and their typical resolution arising out of our common types of poor performers and their ineffective managers
3 Step approach for managing performance: build relationships, have crucial conversations, and make right decisions	• **Build Relationships** by bringing managerial authority to get compliance and know your people to get trust and commitment • How to have effective One on Ones • How to give Frequent Feedback • What is Line Manager's Intent and how to communicate it • **Have Crucial Conversations** using a 3-step approach • How to frame performance issues • Performance and frame collision • Low versus High Intensity Crucial Conversations • Using emails to support crucial conversations What are **Right Decisions** and how to make them
Understanding DISC	• Introduction to DISC • Explanation of DISC styles • Interpreting DISC styles from verbal, vocal and visual behaviours
Applying DISC to the workplace	• Understanding how each DISC style impacts on communication in the workplace • Tips and traps of the DISC styles and how they can create/resolve workplace conflict
Putting it into practice	• Practice by **role playing** crucial conversations and creating crucial emails for tailored hypothetical workplace scenarios with escalating problem employees and their managers

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