

The Basic Principles

What follows is a list of Planning Questions and Key Actions for the following Basic Principles:

Establishing Performance Expectations

Developing Job Skills

Recognizing Positive Results

Giving Constructive Feedback

Taking Corrective Action

1. Focus on the situation, issue, or behavior, not on the person.
2. Maintain the self-confidence and self-esteem of others.
3. Maintain constructive relationships with your employees, peers, and managers.
4. Take initiative to make things better.

Always, Always, Always ... Follow Through!

Planning Questions

Establishing Performance Expectations

- What are the major results or outcomes you expect your employee to achieve?
- What impact do these results or outcomes have on the department, on co-workers, or on the business?
- What specific criteria or standards does this employee need to meet?
- What skills, resources, or guidelines do you know of that are important for this job or task?

Developing Job Skills

- What is the task you want your employee to learn?
- Why is it important?
- What should your employee be able to do when the training is completed?
- What are the steps needed to do this task?

Recognizing Positive Results

- What specific action have you recently observed that deserves recognition? (Where appropriate, include who, what, when where, or how much.)
- Why is this action important to recognize?

Planning Questions (Continued)

Giving Constructive Feedback

- What is your purpose in giving this feedback?
- What specific actions do you want to reinforce or correct?
- What are the consequences of these actions?
- What are your reactions?
- What suggestions might be helpful?

Taking Corrective Action

- What is the difference between present performance and agreed upon expectations?
- What is the negative impact of the employee's present performance? Does the negative impact really warrant corrective action?
- Are there factors outside of the employee's control that may be contributing to the employee's performance problem?

Key Actions

Establishing performance expectations

1. Describe the job in terms of its major outcomes and how it fits into the larger picture.
2. Agree on measurable performance criteria.
3. Mutually identify necessary skills, resources, and guidelines.
4. Determine priorities.
5. Review and check for understanding and commitment.
6. Set a date or an early progress review.

Developing Job Skills

1. Define the task and its importance.
2. Describe what the employee needs to be able to do.
3. List the steps.
4. Demonstrate each step.
5. Ask the employee to demonstrate each step.
6. Provide feedback.

Key Actions (Continued)

Recognizing Positive Results

1. Describe the results you are recognizing as specifically and immediately as possible.
2. State why these results deserve your personal appreciation.
3. Close by reaffirming your recognition and continuing support.

Giving Constructive Feedback

1. State the constructive purpose of your feedback.
2. Describe specifically what you have observed.
3. Describe your reactions.
4. Give the other person an opportunity to respond.
5. Offer specific suggestions.
6. Summarize and express your support.

Key Actions (Continued)

Taking Corrective Action

1. Point out the difference between present performance and agreed upon expectations.
2. Describe specifically the negative impact of the employee's performance.
3. Get the employee's view of the situation.
4. Ask for ideas on how the employee can correct the situation and add your own.
5. Explain any steps you plan to take and why.
6. Agree on an action plan and a date for follow-up.
7. Express confidence that the employee can correct the situation.



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