

Confronting Direct Reports - 2 Days

CEUs - 1.3

Course Description: This two-day course will give each participant the skills to confront direct reports while keeping control of the conversation. You will explore numerous behavioral experiences—from basic push backs to strong opposition. Techniques on confronting and developing an action plan to change behavior are included, as well as activities on progressive confrontation which supports policy/procedures and contracts. This course has numerous examples and hands-on cases to ensure participants are walking out with the desired core competencies. This course supports the Lombardo Core Competencies number 13.

<i>Course Objectives</i>	<i>Lombardo Core Competencies</i>
<ul style="list-style-type: none"> • Compare old style ways of handling performance issues to modern day • Examine guidelines for when to deal with a problem and when to leave it alone • Examine methods of confronting • Evaluate the steps in the coaching process • Formulate 7 questions to ask yourself during the evaluation process • Analyze approaches for handling unsatisfactory performance • Formulate standards for jobs and how to make sure they are realistic and understood • Discuss how to handle gaps between performance and standards 	<p><i>Deals with problem direct reports firmly and in a timely manner</i></p>
<ul style="list-style-type: none"> • Analyze and set up the performance discussions • Classify values for successful coaching • Analyze the different stages of one-on-one coaching and behavioral enhancement • Discuss approaches to solve problems • Describe techniques for tracking performance • Evaluate how to use improvement plans for best results 	<p><i>Regularly reviews performance and holds timely discussions</i></p>

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<i>Course Objectives</i>	<i>Lombardo Core Competencies</i>
<ul style="list-style-type: none"> • Discuss how to prepare for face to face discussion • Discuss how to fight internal fear which paralyzes us • Examine what is the real world standard of performance 	<p><i>Doesn't allow problems to fester</i></p>
<ul style="list-style-type: none"> • Discuss why people will not make a decision • Evaluate common mistakes in dealing with direct reports • Discuss the need to understand all policy, procures, and union contracts before dealing with performance issues • Examine techniques in handling the hard, negative decisions as a last resort • Discuss who else should be involved • Analyze how to detect a confrontation is escalating into violence 	<p><i>Can make negative decision when all other efforts fail</i></p>
<ul style="list-style-type: none"> • Examine the strengths and weaknesses of progressive confrontation • Discuss what are the next steps and document all information 	<p><i>Deals effectively with troublemakers</i></p>