


Identifying and Addressing Performance Concerns



Magellan
HEALTHCARESM

Objectives

- 1 Identify indicators of potential performance concerns
- 2 Discuss strategies for providing effective feedback
- 3 Review possible barriers
- 4 Identify resources

A large light gray triangle is positioned on the left side of the slide, pointing towards the right. Several smaller, colorful triangles are scattered around it: a large orange triangle on the left, a small lime green triangle above it, a small purple triangle in the upper right, a small cyan triangle to its right, and a medium-sized magenta triangle below the purple one.

What are some work performance issues you face?

Indicators of potential performance concerns



- Work quality
- Attendance and punctuality
- Time management
- Behavior
 - Interpersonal relationships
 - Negativism
 - Power games
 - Poor communication style
 - Physical behavior
- Resistance to change



Scenario



Mary, a long-term staff member of ten (10) years, hurries into work. She sometimes pushes coworkers aside in her rush to get to her work area. She is frequently late. Her workspace is in disarray, and over the last few months she has failed to meet several important deadlines.

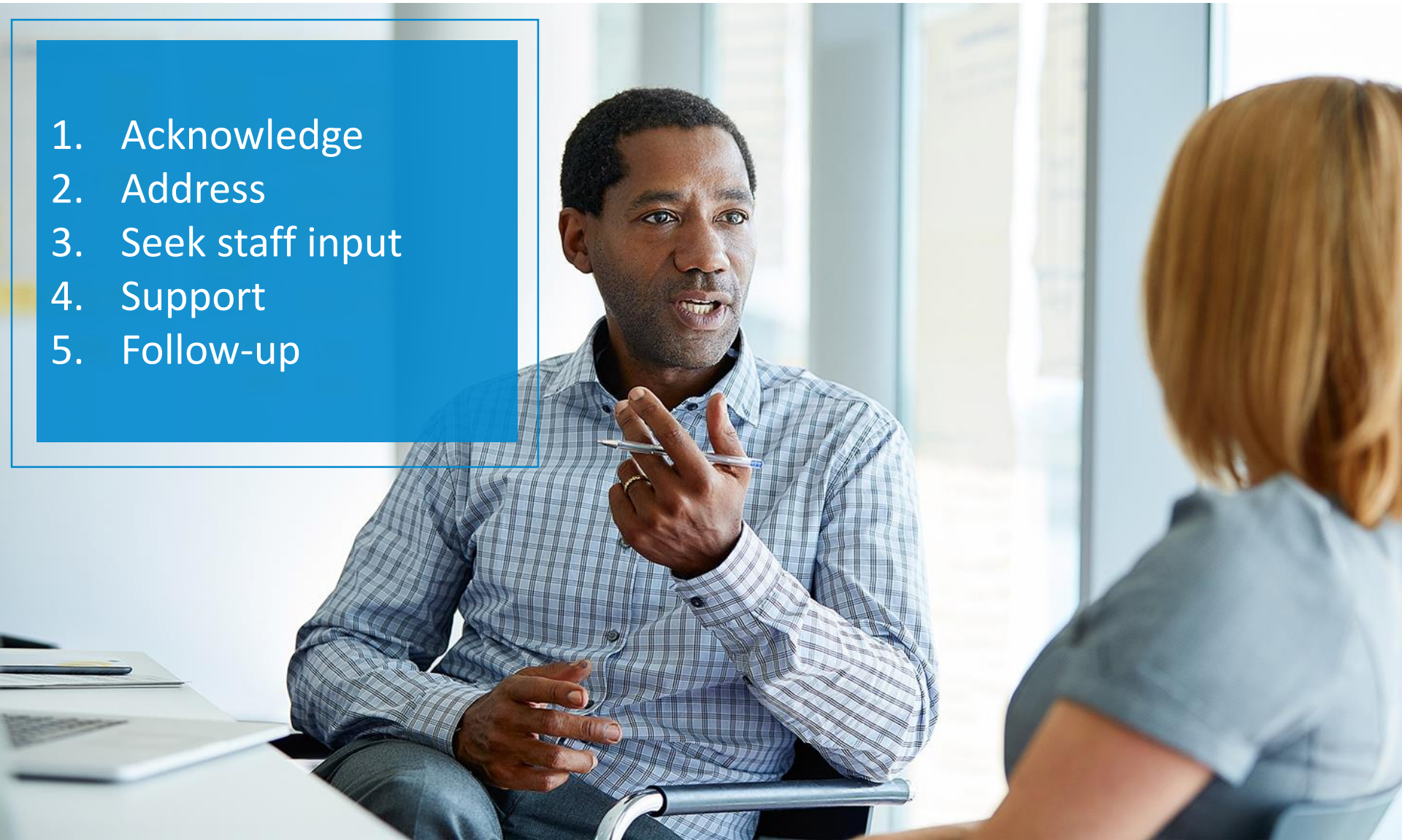
As she ran in today she spilled coffee on an expensive piece of equipment, damaging company property.

- ① What are the performance concerns in this scenario?
- ② Which behaviors (interpersonal/physical) is Mary exhibiting?

Five steps to constructive consultation



1. Acknowledge
2. Address
3. Seek staff input
4. Support
5. Follow-up



Acknowledge



Begin with something positive



Acknowledge past and present good performance



Emphasize the employee's value to the organization

“Recognition for effective performance is a powerful motivator”

Step 1: 'Acknowledge' with Mary



How would you begin your conversation with Mary using the first of the five steps . . . 'Acknowledge'?



Address



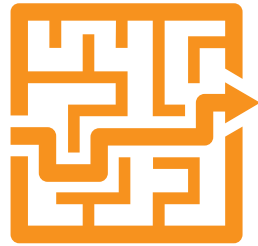
Emphasize the problem that needs to be corrected

Provide specific examples, dates, times and situations

Share facts and reference specific documentation

Focus on job performance

Address (continued)



Emphasize confidence in the employee's ability to address the issue

Set up an action plan with reasonable time frames

Emphasize the employee's responsibility to resolve the performance issue

Discuss consequences should performance issues persist

Step 2: 'Address' with Mary



What might you do or say next to 'Address' Mary's behaviors?



Seek staff input

- Behavior
- Productivity
- Needed changes
- Time frame



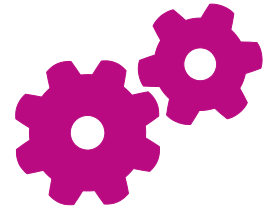


Recommend the
Employee
Assistance
Program (EAP)

Explain the
purpose and
confidentiality of
the EAP

Offer assistance to
the employee in
making contact

Follow-up



Keep conversations between you and the employee private

Continue to monitor and document work performance. Be specific in noting:

- Improvements
- Declines

Make yourself available to discuss concerns, provide guidance and support and reinforce improvements.

Follow through with normal disciplinary procedures

Two months later . . .



Mary is consistently getting to work on time. She has met every deadline within the 60-day period.
What will you do?



Possible barriers



Crying or emotional breakdowns



Rationalizations



Angry outbursts



Threats

Crying or emotional breakdowns



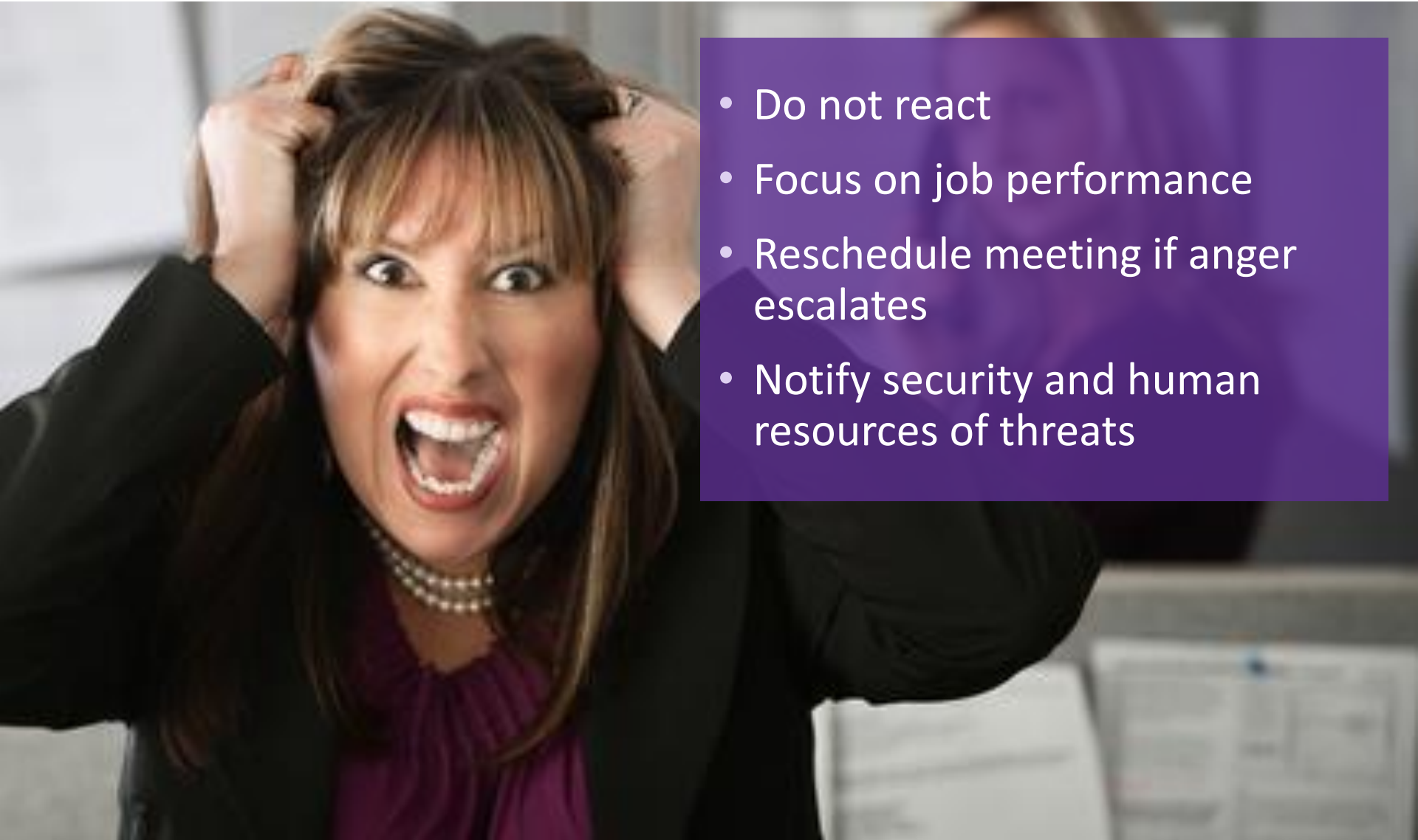
- Be supportive
- Stay focused on performance or behavior issues
- Refer personal issues to the EAP





Focus on work performance
Avoid distractions or excuses

Angry outbursts



- Do not react
- Focus on job performance
- Reschedule meeting if anger escalates
- Notify security and human resources of threats

Threats



- Remind the employee of your responsibility to uphold company policy
- Assure the employee you will seek a solution that will help him/her and company
- Notify security, human resources and your legal department, and involve these departments in future meetings



Resources

- Internal
 - Human Resources Department (HR)
 - Legal Department
 - Security
- External
 - EAP – Workplace Support
 - Consultation
 - Risk assessment
- Types of EAP Referrals
 - Self/informal
 - Formal
 - Mandatory



Your Employee Assistance Program



Call toll-free or visit us on the web

24 hours a day/7 days a week

Thank you!

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