



# How to have Hard Conversations with Underperforming Team Members

*Uplevel Dairy Podcast, Episode #38 featuring Kristy Pagel*

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## The Employee Analyzer Tool\*

This is the simple matrix for evaluating employee performance, to be completed by the manager or management team:

- Mark yes or no in the head, hear, capacity categories
- If no, decide if you are willing to reinvest in that employee

This tool provides measurable objectives for removing emotion from the conversations.

*\*Adopted from the Traction EOS Model by Gino Wichman*

| <b>EMPLOYEE NAME</b> | <b>HEAD</b><br><i>Do they have the skill set?</i> | <b>HEART</b><br><i>Do they have the passion?</i> | <b>CAPACITY</b><br><i>Do they have the time?</i> | <b>ARE WE WILLING TO REINVEST?</b> |
|----------------------|---|--|--|------------------------------------|
| Ex. - Peter          | yes   | yes  | no   | yes                                |
|                      |   |  |  |                                    |

## The THREE areas for managers to master to make tough conversations easier:

- 1. Building confidence:** Practice the conversation before going into it. Write it out, rehearse it in your own words.
- 2. Active listening:** When confronting the underperforming team member, focus on listening to what they say and repeating it back:
  - a. Tell me more ...
  - b. Help me understand ...
  - c. What I'm hearing you say it ...;
- 3. Forward looking:** Set up a plan with a timeline and expectations.

Ex. - "We want to work with you over the course of the next three months. In turn, here's what we're expecting ... Is this something you can commit to?"