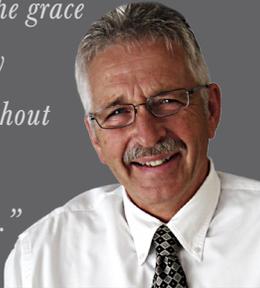


CONNECTIONS INC

Employee & Family Solutions | Employee Assistance Programs

Vol. 16 #1

“Grant me the grace to register my objection without becoming objectionable.”



ANDY VISSER, CEO
andy@connectionseap.com



BUZZWORD: Succession Planning

The right person in the right role. That is the ultimate goal of succession planning, but good succession plans start long before you have an immediate need to fill a position. Below are some considerations when building your succession plans.



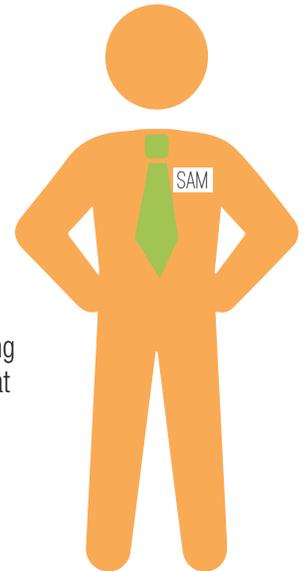
MATT VISSER
matt@connectionseap.com

1. **Assess your organization's specific needs** (positions, values, future challenges, profiles, etc.)
2. **Assess your current talent development routines** - How are you currently developing your people? What should you start, stop or continue?
3. **Consider your candidate assessment process** - Do you have one? Is it fair? Does it measure what you want it to? Are your leaders calibrated on priorities? How do you define potential?
4. **Assess the effectiveness of your model** - Is it sustainable? Will it survive without you? How will you measure results?

Tips for Tough Conversations

Great leaders recognize that employees need both recognition and critical feedback to work up to their potential. Sometimes, this means having tough conversations. Take a look at Sam in the below scenario...

- He has been in position for 10+ years
- He delivers outstanding results
- He has a wealth of industry knowledge
- He is sarcastic and condescending
- People walk on eggshells around him
- He makes people feel stupid
- He is killing the morale of the team



People have overlooked Sam's deficiencies in lieu of his outstanding results. However, with new talent coming on board, it's evident that Sam's behavior is increasingly detrimental to the team and has to be addressed. Leadership fears having a tough conversation with Sam because of his strong personality and the possibility that he may quit if they start holding him accountable.

Perhaps you know or have worked with someone like Sam. We've highlighted some tips for having a tough performance conversation below.

1. **Prepare:** Remain objective and reduce emotions by planning your conversation
2. **Obtain buy-in:** Partner with senior leader(s)/HR to help tailor your message
3. **Keep it simple:** Summarize the issue as simply as possible (2-3 sentences)
4. **Stick with the facts:** Address what they've done, avoid speculating as to why they did it
5. **Avoid a debate:** Listen up to a point, but bring people back to the issue at hand
6. **Ask for their input:** What they could do to improve the situation?
7. **FOLLOW UP:** Set a time/date to follow up and **FOLLOW THROUGH!**

In a previous newsletter, we highlighted the **DESC Model** as a tool for having tough performance conversations. On the following page, we provide an example of how the DESC model could be applied to a conversation with Sam.

Connections Inc. Employee Assistance Program's mission is to provide holistic assistance products and services that support optimum productivity, team work and healthy community in the workplace.

Connections Inc. Employee Assistance Program mission statement since 1988

DESC Model Example (from previous page)

Describe the situation

Sam, you are a valuable member of the team and you consistently deliver great results. However, I am concerned about your teamwork and how you communicate with others. That is why I want to talk with you today. In the past few months there have been several interactions with your co-workers that do not promote teamwork. You've stated things like "figure it out yourself", "this isn't brain surgery", "that's worthless", "are you stupid?" and "do you know how to do anything yourself?". I've also witnessed you ignoring a co-worker by neglecting to look up from your computer when he was trying to talk to you.

Express the impact

Comments and behavior like this does not contribute to a positive working environment and it leaves your co-workers feeling belittled and undervalued. As a result, the morale of the team suffers and the team does not function as effectively as it could.

Specify your expectations

It is an expectation that everyone works together for the good of the team and shows respect for each other. I need you to make some changes in how you communicate with others. Take the time to listen to what others are telling you, acknowledge their input, wait to respond until they are finished and respond tactfully if you disagree.

Consequences

I'm confident that you can turn this around and I want to help you. However, further interactions like those above, will need to be addressed formally. I know this may be a difficult message to hear, but I need you to hear it because we value you and we want you to be successful. In the next week, I'd like you to come up with 3 ideas for improving your communication and teamwork. I will schedule time next week Wednesday for you to share your ideas with me.

NEXT ISSUE:

Risk factors associated with mass murder and Emotional Intelligence: New research is revealing these acts of horrible violence are "not necessarily the domain of mental illness, but rather the 'psychiatry of everyday life'"— coping or not coping with inevitable setbacks and obstacles.

Maynard's Corner

Did you know?

- Connections Inc. has been serving customers since 1988
- Connections Inc. EAPs designs its programs to reduce work interruptions and improve employee performance.
- Connections Inc. programs have developed over time to meet the needs of clients and are still evolving today
- Connections Inc. has a dual network of Mental Health and Drug\Alcohol providers
- Connections Inc. EAP services are available in all 50 states and Canada
- Connections Inc. has a reputation for providing a high level of client service and offering customized plans that fit individual needs; **making Connections the best long-term EAP value!**



maynard@connectionseap.com
Direct Phone: (515)890-0663

Please call me at 515-890-0663 or email maynard@connectionseap.com. It is my pleasure to provide you with a proposal of our services.



925 Westview Drive, Rock Valley, Iowa 51247 | Call (712) 476-2889 or 800-779-6125 | FAX (712) 476-2464

www.connectionseap.com | E-mail at: andy@connectionseap.com