

GIVING FEEDBACK TO AN UNDERPERFORMING EMPLOYEE

BACKGROUND When Steve began working for me a year ago, he had a great attitude and was performing at or above my expectations. Lately, I've noticed the quality of his work is slipping and he no longer meets team and individual goals. I've addressed it once before and haven't seen any improvement, so now it's time for a different approach.

GOAL Understand why Steve continues to underperform and have him take action to improve his performance.

EI BLUEPRINT

STRATEGIES USED Physiological (breathing); Emotional Connection; Relationships; Match and Validate.

OUTCOME Steve expected my usual "attack" strategy, warring at some level, my frustration. When I chose to express support and empathy instead, he was more open and shared he was having problems at home and thought his work was unaffected and no one would notice. I did not pry but offered to help in any way I could. Steve asked for a flexible schedule for the next 4 to 6 weeks, and I agreed to do a trial for 2 weeks to see how it went. He thanked me profusely and apologized that his home life issues had leaked into his workplace performance. Soon after, I saw an improvement in Steve's performance.

STEP	WHAT TO DO
MAP	What are the emotions of you and others? I am <i>frustrated</i> with Steve because I gave him similar feedback in our last one on one. I am also <i>annoyed</i> he hasn't taken my advice for improving his performance. Steve seems to be <i>confident</i> in his abilities and seems unaware there is a problem. Steve may make excuses and act <i>defensive</i> and perhaps <i>surprised</i> when he learns that I still feel he is underperforming.
MATCH	What emotions are most helpful? I know my frustration and annoyance aren't helpful for the meeting. Instead, I will approach him with an open mind. I will practice deep listening and empathy trying to understand his point of view. I will stay positive but firm and provide him with candid feedback on his performance.
MEANING	What is the cause of these emotions? I think Steve wants to do a good job. I know he wants a promotion. There is a chance that Steve doesn't have the tools or the support that he needs to succeed. He may even be worried about his job and perhaps his confidence is covering how he really feels. There may even be something going on in his personal life impacting his performance.
MOVE	How will you sustain or move these emotions? I will manage my emotions during our conversation allowing me to share—calmly—I am frustrated. My calm demeanor may well get his attention. I will make observations and ask him for his view. I will ask open ended questions such as: What do you like about your job? What strengths do you bring to your job? What will help you do your job better? How can I support you to help you reach your goals? If he gets defensive, I will stay calm and try to get him to focus on positive steps he can take to improve his performance.

Book Discussions For Adults A Leaders Guide

Mary Degenhardt, Judith Kirsch



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Adult Programs in the Library, Second Edition Brett W. Lear, 2013-06-11 Programming is an important means of not only drawing new people to the library but also better serving existing patrons Lear's invaluable guide to adult programs is back and better than ever with refreshed expanded content and new ideas to reinvigorate programs and give them a 21st century spin This edition includes Updated chapters on basics such as funding crafting guidelines topic selection publicity post program evaluations and more A new section on technology with ideas for online book discussions offering programs via Skype and turning programs into podcasts Methods for tailoring programs for specific groups such as men baby boomers and seniors A collection of five star programs from libraries around the country that can be easily adapted Walking the reader through every aspect of adult programming this new edition of a tried and true book is truly a librarian's best friend Girl Scout Collectors' Guide Mary Degenhardt, Judith Kirsch, 2005 In more than nine decades of Girl Scouting a vast popular and material culture has given rise to a wealth of Girl Scout history collections More than an identification guide to uniforms insignia and other Girl Scout objects this work also documents when changes occurred and why new items were introduced Placing these objects in context this essential guide provides a discerning look at the history and development of the Girl Scout Movement in the United States Scholars and aficionados of Girl Scout history costume history women's studies popular culture and dress will welcome this indispensable and definitive resource This new expanded edition with hundreds of illustrations photographs and tables is indisputably the go to source for information on all Girl Scout uniforms insignia awards and handbooks as well as dolls postcards posters calendars and more from the founding of the Girl Scouts in 1912 through the present day An invaluable resource to Girl Scout councils managing a history collection And beyond that an informative and intriguing glimpse into the evolution of a Movement that today is the world's preeminent organization dedicated solely to girls Cynthia B Thompson chair National Board of Directors and Kathy Cloninger national chief executive officer GSUSA An indispensable reference for collectors a fascinating resource for anyone interested in Girl Scouting this comprehensive guide to Girl Scout memorabilia is firmly grounded in the history of the Girl Scouts of the United States Mary Degenhardt and Judith Kirsch show us what Girl Scouts wore and read and explain how changes in uniforms insignia and publications reflect the evolution of Girl Scout programs and the expansion of opportunities for American girls Reading this book is like walking through a fine museum where material culture brings the past to life Anastatia Sims author of *Negotiating Boundaries of Southern Womanhood* *The Living Church*, 1993 **Forum Planning Handbook** John Ward Studebaker, Chester Sidney Williams, 1939 **These Are Our Bodies, Middle School Leader Guide** Jenny Beaumont, Abbi Long, 2016-08 Our inherent value and worth comes from God's love for us but our modern world is filled with sexual expression that too often leads us away from the life of Christ As Christians seeking to live a life worthy of our calling and desiring to pass along these values to our children and youth this book explores how we as parents and adults can explore

issues of sexuality in the context of our faith A sexuality education resource from a mainline progressive denominational prospective aids the adult reader teacher parent in learning and using skills that enable them to embrace and affirm the wholeness of sexuality and to talk openly and honestly about the connection of sexuality and faith This book grounded from a theological perspective focuses on foundational issues for addressing how we and why we are called to have these conversations in a faithful community to support families The importance of looking at one s sexuality throughout the lifespan through the lenses of decision making faith and daily life respect growth and change behavior responsibility values prayer and intentionality is be explored offering a grounding as well as stand alone resource for individuals and churches to build upon

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conversations about Christianity God and the Bible Organized to correspond with the Living Faith DVD **Tough Questions Leader's Guide** Garry Poole,Garry D. Poole,Judson Poling,2003 This revised edition of the Tough Questions series of small group curriculum faces head on the difficult and challenging questions seekers ask about the Christian faith

Encyclopedia of Library and Information Sciences John D. McDonald,Michael Levine-Clark,2017-03-15 The Encyclopedia of Library and Information Sciences comprising of seven volumes now in its fourth edition compiles the contributions of major researchers and practitioners and explores the cultural institutions of more than 30 countries This major reference presents over 550 entries extensively reviewed for accuracy in seven print volumes or online The new fourth edition which includes 55 new entire and 60 revised entries continues to reflect the growing convergence among the disciplines that influence information and the cultural record with coverage of the latest topics as well as classic articles of historical and theoretical importance Shellfish Culture, 1979-1986 Deborah T. Hanfman,1987 **Nutrition Education**

Materials Holly Berry Irving,1987 *Individual Guidance in a C C C Camp* Alice Barrows,Effie Geneva Bathurst,Elise Henrietta Martens,Fred Moore,Isaiah Bowman,John Hamilton McNeely,John Ward Studebaker,Kirkland Sloper,Severin Kazimierz Turosienski,Chester Sidney Williams,1939 **Bulletin** United States. Office of Education,1940

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