

# THE *Front-line Supervisor*

Presented by **DOR**

Helping you to manage your company's most valuable resource -- your employees.

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## CASE 1 How should I say this?

➤ **Q. When I meet with employees to go over their performance evaluations, what can I say to help those who receive unsatisfactory rating to feel less hopeless and fearful about their job security without undermining their sense of urgency to improve performance?**

**A.** A straight forward approach with your employees is usually your best. Rather than saying something for the purpose of having your employees feel better, reframe how the issues raised in the evaluation amount to a “road map” that points to exactly what needs to happen in order to arrive at the goal. With this approach, motivation to “get going” will increase and employees will be less affected by fear and hopelessness that can rob motivation. Ask employees if they understand the concerns identified in the review. Take the approach that you and your employee are on the “same team” working toward the same goal. This eliminates the “me vs. you” mentality so frequently found in supervision relationships. If you would like help scripting your conversations with your employees, please call DOR for a consultation.

## CASE 2 What should I look for?

➤ **Q. Can you provide a range of different issues and factors to consider when I am observing an employee's performance?**

**A.** Observing performance can be more complex than most supervisors realize. Proper observing of performance is more than watching how tasks are performed. It also includes many other observation points, each of which tells a piece of the performance story. Consider some or all of these “lookout points” to produce a more complete picture of how your employee is doing: skills, abilities, motivation, quality of work produced, conduct, appearance, vitality (energy level or liveliness), attitude, eagerness to learn, availability, ethical decisions, initiative, safety consciousness, mindfulness of policies and procedures, cooperation with others and team interaction. If you don't relish annual performance evaluations, it will be made much easier with good observational skills that make documentation easier to produce.



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