

Supervisory Interview Objectives	
Component	Key Question
Behavior	What behavior will change? Behavior is what people say and do.
Timing	When will the behavior change?
Measurement	How will we both know how it has changed?
Consequences	What will be the consequences of good and bad behavior?
Control	How much control will I allow?

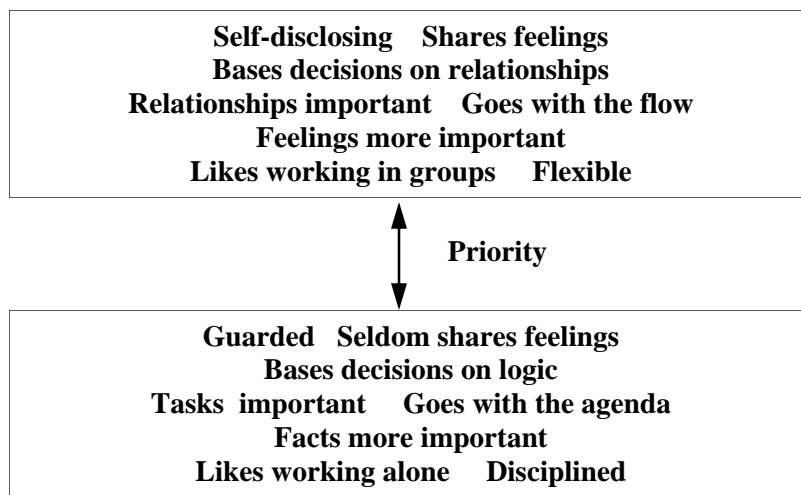
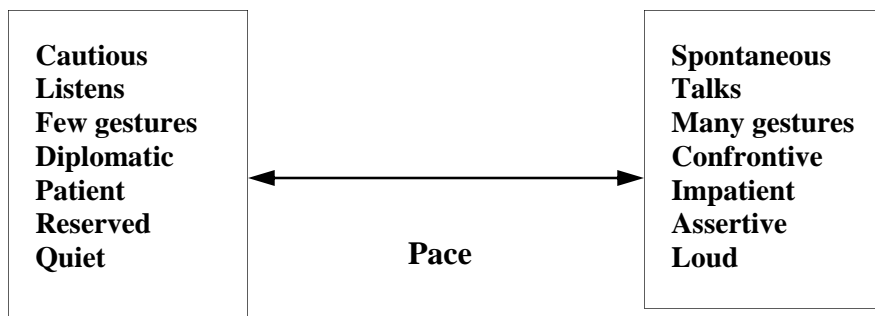
Show up a lot!

Behavior

Behavior is what people say and what people do. Behavior is something you can witness or which someone else can accurately report to you.

Motivation

- You can't motivate another person. All you can do is use the behavior you can control to influence the behavior of the people who work for you.
- You can't manage attitude or motivation because you couldn't see them.
- You use your behavior (what you say and do) to influence the behavior of the people who work for you.



Relater

- Priority: Close relationships
- Seeks: Attention
- Gains security by: Close relationships
- Fears: Confrontation
- Irritated by: Insensitivity and impatience
- Decisions are: Considered
- Under tension: Go along

Socializer

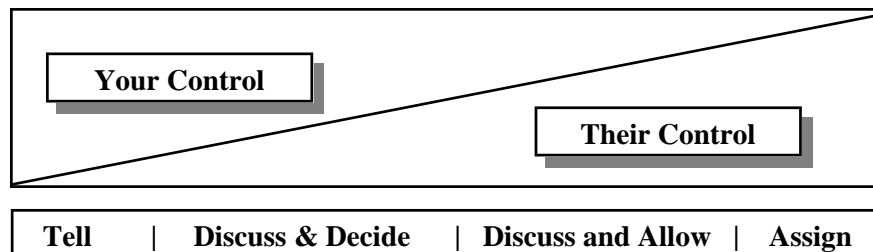
- Priority: Stimulating relationships
- Seeks: Recognition
- Gains security by: Flexibility
- Fears: Loss of prestige
- Irritated by: Boredom and routine
- Decisions are: Spontaneous
- Under tension: Attack

Thinker

- Priority: Task process
- Seeks: Accuracy
- Gains security by: Preparation
- Fears: Embarrassment
- Irritated by: Surprises and unpredictability
- Decisions are: Deliberate
- Under tension: Withdraw

Director

- Priority: Task results
- Seeks: Productivity
- Gains security by: Control
- Fears: Loss of control
- Irritated by: Inefficiency and indecision
- Decisions are: Decisive
- Under tension: Dictate



Social Styles Reminders

- Your social style is made up of things you do characteristically, do more often, and are most likely to revert to when you're under stress.
- For communication, use the Platinum Rule™: Do unto others as they would wish to be done to.
- There are indeed different strokes for different folks. Using the stroke that's most effective for them will turn out to be most effective for you.

Performance Issues

- If your subordinate has the ability and resource, but isn't performing, you have a supervision problem. Otherwise your problem is a training or resource problem.
- Willingness has two components: motivation and confidence.
- Motivation is usually a global phenomenon.
- Confidence is usually specific to a particular task or situation.

In the Interview

Observation-Outcomes-Silence

- Tell your subordinate observation about what s/he did.
- Leave out the adjectives.
- Then tell your subordinate why what they did matters in terms of outcomes.
- Use both logical and emotional outcomes if you can.
- When you've finished, wait for your subordinate to speak next.

Reminder

"Should" thinking is a cop-out. It's your job to find out if your subordinate understands what's expected and has the resources they need.

Reminder

When someone gives you an "I thought" reason, ask "Why?" until you understand the reason.

Types of Supervisory Interview

- A **Routine Supervisory Interview** is short, usually single-purpose and informal. Informal means undocumented.
- The **Transitional Interview** is the bridge between noticing/commenting and monitoring/documenting.
- **Discipline Interviews** are for when people don't change after Routine and Transitional Interviews.
- **Development Interviews** help move people toward being ideal subordinates.
- Follow organizational procedures for **performance appraisal**. There should be no surprises.

You Have to Try and Learn

- You cannot learn how to do supervisory interviews from books and classes alone, you have to do them and critique your performance.
- Choose your approach to your subordinate based on what you know about his/her style and preferences.
- Remember Observation-Outcomes-Silence.
- Before you leave the interview make sure that both you and your subordinate understand what will change, when it will change, and how you're going to both know that it's changed.
- Critique your performance.

Getting Better

- You will naturally be better at some parts of your job than others, but you can improve your performance in every one with effort and attention.
- You will probably have to pay conscious attention to how you do activities that you're not naturally good at.
- The secret to doing things well that you're not naturally good at is developing habits and routines so you don't have to depend on your instincts.
- Use forms and checklists to help you remember.
- Build on strength and make weakness irrelevant.

Learning More About Your People

- The more you learn about your people, the easier it is to talk to them about their performance and the greater the odds that you'll get the result you want.
- Social Styles is one excellent tool, but you should learn about your people in many ways.
- People will let you know a lot about them if you let them and if you're around them enough.
- Start learning by listening.
- You will probably find that you have something in common with everyone who works for you.

Question	How to Evaluate	If Yes	If No
Can this person do the task?	<ul style="list-style-type: none"> • Recent successful performance • Training 	Ask the resources question.	Provide training and/or coaching.
Does s/he have enough resources?	<ul style="list-style-type: none"> • Time • People • Budget • Equipment 	The person is choosing not to perform the task. Find out why.	Provide resources or change expectations.

Documentation

- When someone's starting to establish a pattern of poor behavior you should have one of those Transitional Interviews, tell them you've noticed and let them know you're going to keep tabs on them.
- Document your actions and decisions so you can justify your actions and judgments to others.
- Document behavior: what people say and do.
- Document important behavior, the issues you might want to talk about at a performance appraisal.
- Create your documentation as close in time as possible to the incident you're documenting.

Dealing with Performance Issues

- Even if it's uncomfortable, dealing with behavior and performance issues is part of your job.
- Very few problems ever get better by themselves.
- Problems are like dinosaurs. They're easier to kill when they're small.
- It's easier on everyone to make lots of small corrections rather than a few, bigger corrections.

Consequences

- Consequences are the natural outcome of behavior.
- Reward is a positive consequence that follows a positive behavior.
- Punishment is the negative consequence that follows a negative behavior.

Reward

- Reward is a positive consequence that follows a positive behavior.
- Reward is an excellent tool for getting folks to try something or for getting them to continue a behavior that you want continued.
- Reward is a tool that is best delivered inconsistently.
- Most of us don't reward people enough. Catch them doing something right.

Punishment

- Punishment is the negative consequence that follows a negative behavior.
- Punishment is a powerful tool for getting folks to stop doing something.
- If you use punishment too much people will stop trying.
- Punishment is best delivered consistently.
- Punishment only works effectively if it is tied to clear expectations.

Remember

If your subordinate leaves a supervisory interview concentrating how he or she was treated, they can't be concentrating on what behavior to change.

Remember

You will be working with people whose expectations of you as a boss were formed by all the bosses they'd already had. If they trusted those bosses, they will trust you. If they didn't, you will have to rebuild the foundation of trust.

Remember

Build on the strengths of yourself and your team and make weaknesses irrelevant.

Remember

Use what you say and do to influence how your people act. The people who work for you pay attention to what you say and do. They use it as a guide for their own behavior.

Show up a lot!

Remember

- Accomplish the mission.
- Care for your people.
- Concentrate on behavior and performance.
- Build on strength.
- Make weakness irrelevant.
- Show up a lot.
- Use every contact with someone who works for you as an opportunity to encourage, coach and correct.