



How to Have the Tough Conversation

Presented by: Andrea Cox, SHRM-SCP

Disclosures

I have no relevant relationships with ineligible companies to disclose within the past 24 months. (Note: Ineligible companies are defined as those whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients.)



Agenda

- Introduction
- Addressing Performance Issues
- Creating a Continuous Feedback Loop
- Handling Terminations
- Types of Employees in Tough Meetings
- Q&A



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15+ years of HR Experience

Addressing Performance Issues

- Ensure you know all the facts
- Be specific
- If referencing a policy, know the exact verbiage
- Determine what a “good performance” looks like
- Write down all talking points to make sure you cover everything



Before you speak,
let your words pass
through three gates:

Is it true?

Is it necessary?

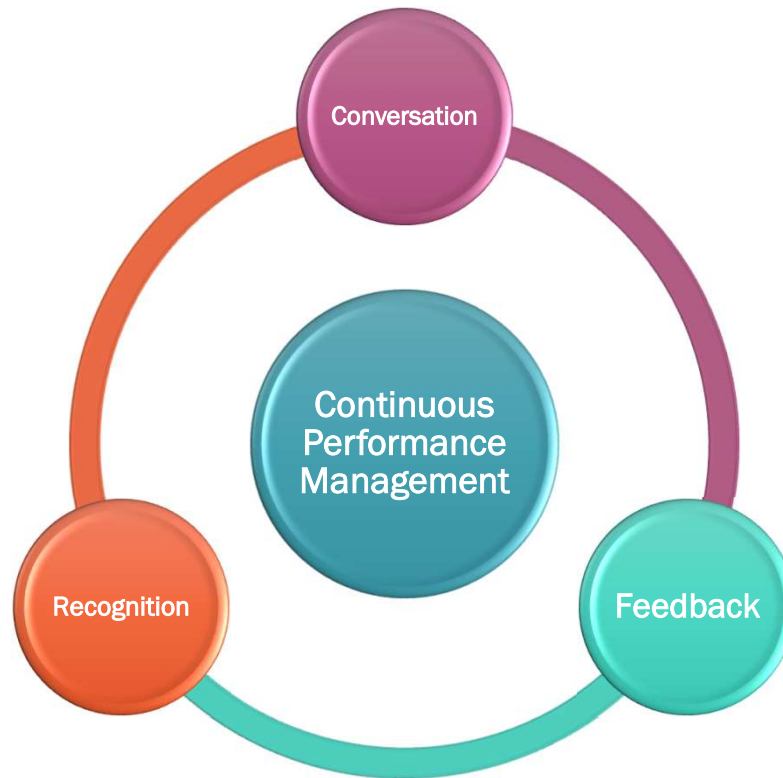
Is it kind?



Approaching Your Employee

- Be sure to give feedback in a quiet, secluded location
- Ask the employee if they are in the right mental space to receive feedback
- If warranted, offer a compliment first – but only if it's true
- Pay attention to the employee's reactions
 - If they start to get defensive or upset, stop the conversation and tell the employee you will follow up when they are in a place to receive feedback
- **DOCUMENT THE CONVERSATION!!!!!!**

Continuous Feedback Loop





lauren

@Very__Regular



(trying to relate to gen Z coworker) you really ate up that powerpoint presentation jenna

(remembering i have constructive criticism) but you left one crumb on the HR policies & resources deck

Terminating an Employee - Decision

- You should be in constant communication with your HR Rep if an employee is underperforming.
- Follow your organization's process for determining if termination is needed
 - Consult with the Union Reps if necessary
- Are you backfilling the position?

Terminating an Employee – Planning

- Ensure all responsibilities will be covered after the employee leaves
- Notify anyone who should be told in advance (and can keep quiet)
- Select the best day and time for the meeting
- Determine who will say what
- List who will need to be notified after the termination and in what order
- Note what equipment and passwords you need to collect from the employee

Terminating an Employee – Termination Meeting

- Say as little as possible
 - Only what is necessary – do not stray from script
- Remember the decision has been made – this is not a time to negotiate for their job
- Your HR Rep will offer necessary details
 - Benefits, final pay, equipment return, etc.
- Thank them for their work and wish them luck in the future.

Types of Employees in Tough Meetings



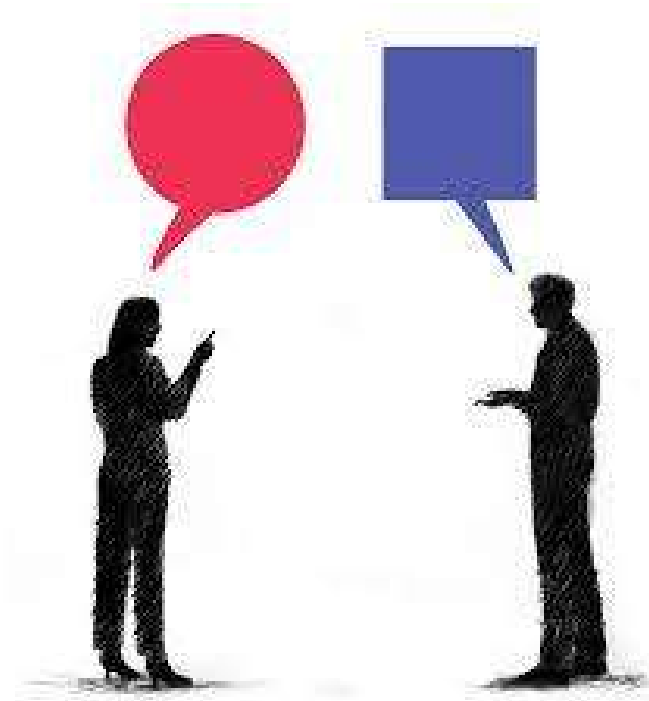
Strong & Silent



The Attacker



The Negotiator



Pass the Blame



Emotional Overload



Acceptance



References

- Radical Candor – <https://www.radicalcandor.com>
- “Dare to Lead” by Brené Brown
- Ask a Manager – <https://www.askamanager.org>





Questions?

Thank you



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