



Tough Situations

Degree of Difficulty: Tough

SITUATION:

You supervise someone who always seems eager to please you. This person seems to seek your praise every time he finishes a task.

YOUR MISSION:

Objectively tell him/her how he/she performed the task and the impact it had on you or the team or the organization.

WHAT YOU SHOULD DO OR SAY:

For a Job Well Done-

"Jim, your report was error free. You did a good job. No mistakes on a report means we can be confident in our estimates. Thanks."

When things don't go well-

"Jim, there were some errors in the report. When errors are made it can slow our work down and we lose productivity. Let's take a look at the errors that were made and then I'd like you to correct them. It's important to double-check your work and ask me if you have any questions before you submit final reports. If you correct errors before reports are submitted our productivity won't suffer. If not, we end up making mistakes that we shouldn't make."

WHY IT WILL WORK:

The more specific you are in giving people performance feedback, the more effective it will be. When you are faced with this situation you may at first think, "*Why should I always be expected to tell him/her they did a good job for simply doing their job?*" It's a funny thing about us as humans: We love being told we did a good job. Some of us need to hear it more than others. Here's another simple truth about us as humans: If you tell someone he/she did a good job, it's very likely that he/she will want to do it again just to hear you say, "You did a good job on that task."