



Helping improve morale, accountability, and performance.

Weeding Out Morale Killing Behaviors



Presented by

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Trust + Accountability = Employee Commitment

Morale

Good morale is simply the positive feelings that employees have about their work and their organization.

- Makes it easier to lead
- Better performance
- Fewer discipline problems
- Good for them – Good for you

Morale is influenced largely by the Work Environment that YOU create.

Leadership Spectrum



Employee perceptions about a Conflict Avoidance leader:

- Avoids employee conflict at all costs
- Lacks job knowledge
- Overly concerned with being liked
- Doesn't care about the organization

Employee perceptions about a Command & Control leader:

- Is demeaning (looks down on everyone)
- Is insecure (overcompensates because of a lack of confidence)
- Is aloof (overly task oriented – no people skills)
- Doesn't care about individuals

Employee perceptions about an Engaged leader:

- Is committed to the organization

- Cares about employees as individuals
- Is open to input and ideas from subordinates
- Recognizes good work, but holds people accountable for unacceptable behavior

What part did your role models play in developing the employee – the leader – you are today?

Trust

You can demand compliance with positional authority, but you earn commitment by building trust and developing personal authority.

Step by step guide to building trust

To be truly effective, those you supervise must trust you! Build trust by making D.E.P.O.S.I.T.S. in your TRUST ACCOUNT.

D – Deem it a deposit

Your words and actions may be intended to build trust, but only count as a deposit if the employee you are engaging with believes it is a deposit.

E – Easy going

Non-confrontational easy going employee engagement has the best chance of being a trust deposit. Deposits don't take place during formal meetings, reprimands, performance evaluations, or you calling them into your office.

P – Personal Integrity

- Your personal and professional behavior
- Be a role model - set the example
- Hold yourself and others accountable
- Be fair, consistent and compassionate
- Be truthful
- Be loyal to those present
- Be especially loyal to those not present

O – Outside your office

Deposits are more likely to occur outside a formal office setting. Usually employees only come to your office if there's a problem, and since contact must be non-confrontational for deposits to be made, formal interaction in your workspace will seldom result in a deposit.

S – Special situations

Seek out special situations and impromptu encounters to make real deposits. Impromptu encounters include those accidental contact situations. Special situations are even more important. They include anything good or bad that is of importance to the employee.

I - Individually

To make deposits, you must win people over individually. Sometimes meetings are necessary, but deposits almost never occur in groups.

T - Thoughtfulness

Little kindness = big deposits. Little unkindness's = big withdrawals.

S - Sorry

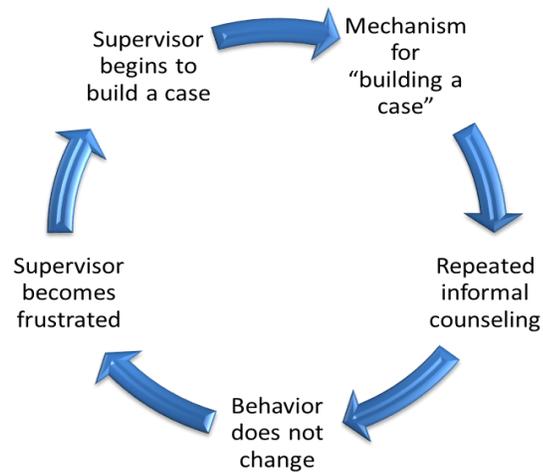
Sometimes we make a mistake, or do something that results in a withdrawal. Know that deposits can be made with sincere apologies

It's simple, but simple isn't necessarily easy.

The Rent Axiom

Accountability

The Progressive Discipline Cycle



Accountability is not about discipline and punishment. It's about **future performance!**

Early intervention is the key to correcting bad habits so you can improve future performance.

Early Intervention

- Is not nitpicking
- Prevents mistakes from becoming bad habits
- Prevents bad habits from becoming permanent
- Minimizes need for formal discipline

Where do I start?

Start by stopping the inappropriate, unprofessional (morale killing) behavior that you observe.

Feedback:

- Lifeblood of the organization
- Feedback is used for both accountability and recognition
- Don't make them guess
- Give clear expectations

What Deserves Feedback

- Attitudes (a feeling a person has about someone or something)
- **Behavior** (an observable act)
 - Attendance
 - Conduct
 - Performance

How to give Feedback

- Focus on behavior, not attitudes
- Be specific
- Offer solutions not just criticism
- Face to face – give negative feedback in person (**not by email**)
- Use Empathy – be aware of your impact

Individual Supervisor's Documentation:

- Used to record key events in behavior of employee
- To be used as a productive tool to enhance desired behavior
- Should also record what you have done to improve employee's behavior
- Not part of official "personnel file" until formal disciplinary action is taken and the information is used for supporting documentation for the discipline

The PROCESS for addressing Morale Killing behaviors!

The 7 Step PROCESS

1. **Identify the Specific Problem Behavior.** Determine that the behavior that you want to change is an actual behavior (an observable act) and not a non-specific attitude or feeling. You cannot order feelings to be changed. The problem should be reduced to one or two sentences.

All of this is done in pre-planning BEFORE you meet with the employee

- Pick the most significant issue to address (one or two at a time at most).
 - Describe the problem in writing in a sentence or two.
 - Decide if it is an attitude or behavior.
 - If it is an attitude – redefine or reword until you identify the problem **behavior.**
 - Determine whether or not it is specific enough to change. If not redefine or reword the problem.
 - Is it a problem that is within your authority to correct or hold some accountable?
2. **Determine the Performance Gap.** Identify your performance expectations, and the employee's actual performance. Know how much of a gap exists and what needs to be done to close the gap.
 3. **Determine Impact.** What are the consequences to the organization, the mission, or to coworkers if the unacceptable behavior continues?
 4. **Determine Consequences.** What are the consequences the employee will face if he does not change his behavior to meet your expectations? Consequences may include additional supervision, loss of choice assignments, poor performance evaluations, or progressive discipline just to name a few.
 5. **Create A Plan.** Plan a strategy for the specific circumstances (the particular inappropriate behavior) and the individual employee that will help you achieve the results you want.
 6. **Have a Performance Discussion.** Give specific feedback to the employee to let him know exactly what behavior you have determined is inappropriate, why it's inappropriate, and what he needs to do to change the current situation to meet your expectations. If it is a repeated inappropriate behavior, advise the employee of potential consequences for not changing. The discussion should typically be

about one specific problem (or two at the most). A laundry list of problems discussed in one meeting can become overwhelming and lessen the likelihood of improvement. If discussing two behavior problems, both should be in the same “behavior category.” Don’t discuss a violation of policy (conduct) with the employee not doing enough self-initiated work (performance). Two categories require two discussions.

- 7. Follow-up.** If the behavior changes, acknowledge it by showing appreciation. If the inappropriate behavior does not change, provide additional counseling and or disciplinary consequences.

EXAMPLE: Using the 7 Step Process to address a GOSSIP problem.

- 1. Identify the Specific Problem Behavior.**

Employee making derogatory comments and engaging in character assassination of coworker who is not present to defend himself.

- 2. Determine the Performance Gap.**

I expect my subordinates to treat each other with respect and dignity. On three occasions, observed employee making disparaging comments about coworker not present.

- 3. Determine Impact.**

Morale problems, coworker conflict, loss of productivity.

- 4. Determine Consequences.**

Additional supervision, Poor performance ratings, Progressive discipline

- 5. Create A Plan.**

Performance improvement discussion with employee using assertive communication skills. “I overheard what you said. It was inappropriate, and gossip will not be tolerated.”

- 6. Have a Performance Discussion.**

Meet privately with employee to discuss expectations, current performance, and if necessary – consequences for failure to meet expectations.

- 7. Follow-up.**

At regular intervals, advise your employee that he is meeting or failing to meet expectations discussed in performance discussion.