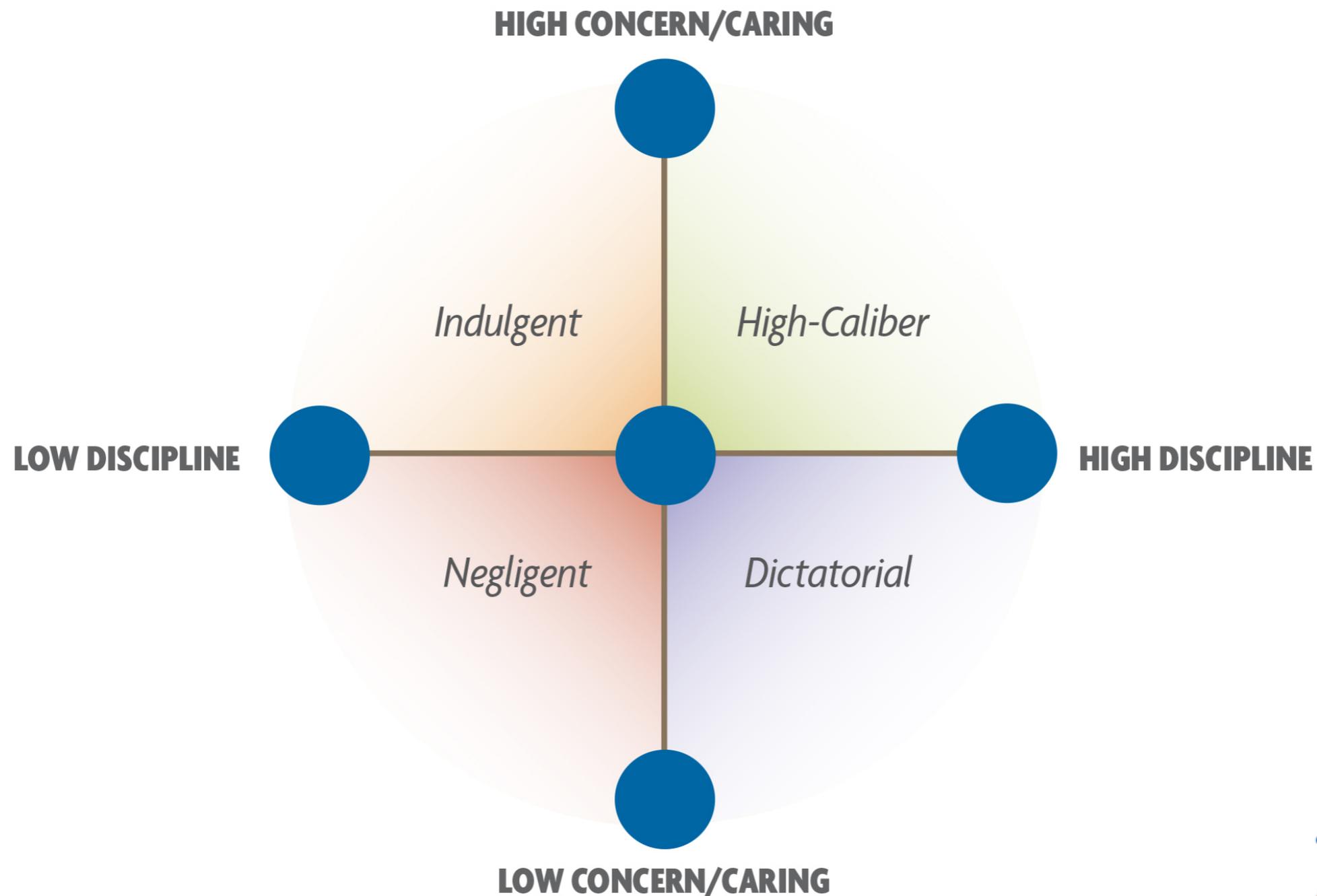


Take Your Assessment at

<http://www.jettct.com/HCL/>
(make sure you enter the www)



A Template For Difficult Conversations

The BCA:

Behavior

"I'm concerned. I've noticed you've come in late a few times this week."

Correction/Consequence (optional)

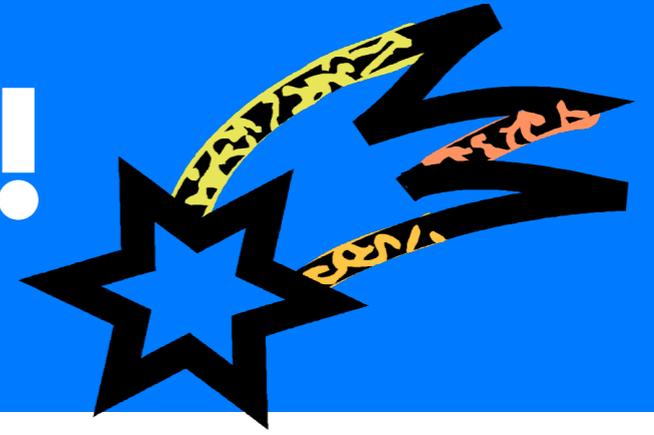
"As a reminder, shift starts at 8:00. Please be on time."

"If you are late again, you will be written up."

Attitude Check (open or closed)

"Can I count on you for that?"

Superstar Tip!



Starter Phrases:

I'm concerned

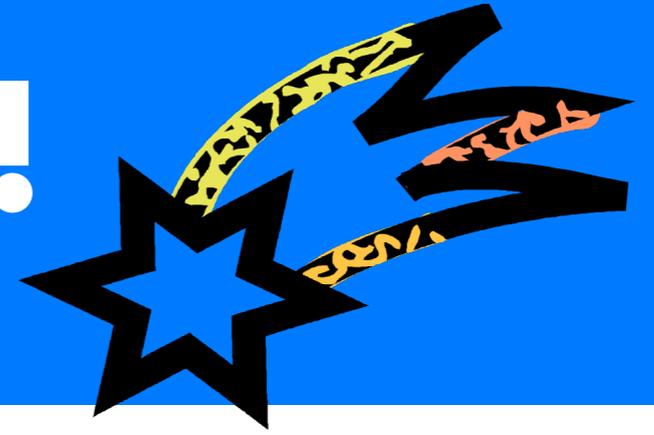
Help me to understand

I'm curious

I'm confused

I need your commitment

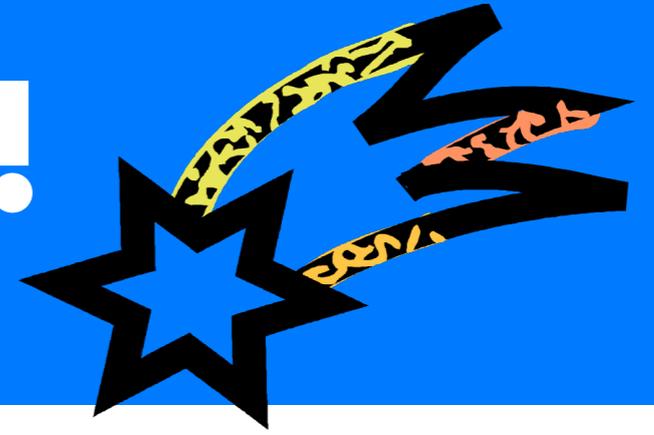
Superstar Tip!



Sample Closed-Ended Attitude Checks:

Can I count on you for that?
Do I have your commitment?
Is that something you will do?
Have I been clear?
Do I have your cooperation?

Superstar Tip!



Sample Open-Ended Attitude Checks:

What do you need from me?

How can I assist you with that?

What are your thoughts on this?

What do I need to know about this situation?

Disciplinary Conversations Made **Easier**

BCA Samples

*I'm concerned. You've been coming into work late recently.
Your shift begins at 8:00. Please be on time (otherwise you will be written up.)
Can I count on you for that?*

Help me to understand. The Jones report is due on my desk first thing every Wednesday. Lately it's been arriving in the afternoon. As a reminder, it is important that report is on my desk on time. What do I need to know about the situation?

*I've noticed you've been absent frequently this month due to illness.
I will need your doctor's note by the end of the week or you will be in violation of policy (and will be written up.) Can you do that?*

I'm confused. Last week we had a conversation about your arrival time and you committed to coming to work on time. Yet you've continued to come in late. Shift starts at 8:00 if you are late again you will be written up (this is your official verbal warning.) Do I have your understanding?

Disciplinary Conversations Made **Easier**

When is The BCA Most Useful?

When behavior or performance expectations are very clear.

When you want to give a quick “I am aware”
warning type of message.

As a precursor to “formal” discipline.

4-Step Process for Requesting Behavior Change

1. When _____ I _____
2. Because _____
3. If you _____
4. I'll _____

4-Step Process for Requesting Behavior Change

4-Step Model Samples

*When you don't check out the equipment appropriately I need to file an incident report because you are in violation of shop policy.
If you'll follow the appropriate procedures
I won't have to put incident reports in your file.?*

*I've noticed you've been absent frequently this month due to illness.
I will need your doctor's note by the end of the week
or you will be in violation of policy and will be written up.
Have I been clear?*

*When bright green paper is left in the printer I get frustrated because I have to remove it to make one white copy.
If you would remove the green paper when you are done
I would be grateful.*

4-Step Process for Requesting Behavior Change

When is The 4-Step Model Most Useful?

When behavior or performance expectations may be somewhat flexible or even somewhat unclear.

When you don't have formal power or authority.

When you don't want to come on as strong or as direct as the BCA.

As a precursor to "formal" discipline.