

PERFORMANCE IMPROVEMENT WITH EMPATHY



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**NO MATTER WHY YOU START
OR HOW YOU GET THERE,
THE GOAL SHOULD ALWAYS
BE TO HAVE AMAZING
EMPLOYEES WORKING FOR
YOU.**



Performance improvement goes by many different names, usually dependent on the company you are working for. You may know it as discipline, disciplinary action, performance improvement, constructive discipline, corrective action, discipline without punishment, punishment, suspension for poor performance, counseling, written warnings or final warnings. The list could go on.

Regardless of what you call it, managers use this system to help them correct their employees poor performance or bad behavior. Many managers will deliver clear communications to help their employee understand their shortcomings and how they can improve. Other managers are not interested in helping their employees at all.

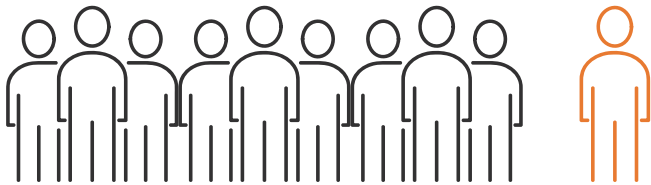
They have no patience for imperfection and are only interested in terminating poor performers, sometimes at the first sign of weakness.

There are two ways to give discipline to an employee:

- 1) You want/need to fire this person and you are giving discipline because Human Resources or the Legal Team told you it would reduce your risk of a lawsuit to have some type of documentation.
- 2) You want/need this person to get better. You genuinely want to point out that what they did was wrong and how to fix it.

DISCIPLINE WITH EMPATHY: THE STATISTICS

In 2018 we conducted a survey about receiving discipline. The results may surprise you.



11%

**OF EMPLOYEES STATED THAT
THE LAST TIME THEY WERE
DISCIPLINED IT WAS HANDLED
WITH EMPATHY**

59%



**OF EMPLOYEES THAT
WERE DISCIPLINED
WITHOUT EMPATHY,
STATED THAT
THEY HAVE
CONSIDERED FILING
A LAWSUIT**



ONE OF THE MOST SINCERE FORMS OF RESPECT IS ACTUALLY LISTENING TO WHAT ANOTHER HAS TO SAY. - BRYANT H. MCGILL



The biggest difference between disciplining to get to termination and disciplining to help someone improve is that in the first scenario you are talking **AT** the person and in second you are talking **WITH** the person. While both are common managerial techniques, only one will yield positive results.

Disciplining with empathy is about having a conversation with a person who has done something wrong or who has demonstrated poor performance. It is about listening to their side of the story and explaining your side. During a disciplinary conversation that includes empathy you will work with the person to help them get better.

WHAT DOES EMPATHY LOOK LIKE TO YOUR EMPLOYEES?



82% of employees consider a company taking the time to train managers on how to have difficult conversations empathetic



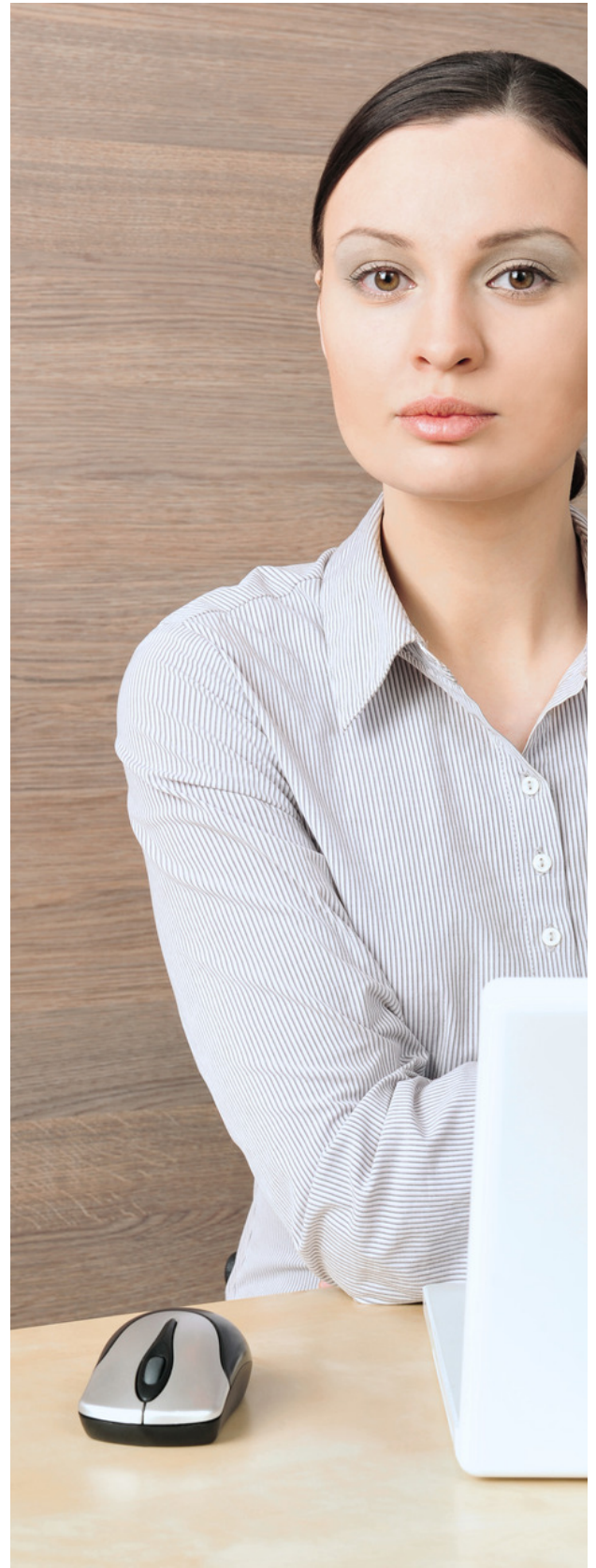
87% of employees feel that a company that takes the time to listen and engage with their employees is empathetic

HOW TO START DISCIPLINING WITH EMPATHY

- Do not go into the conversation with the intent to eventually terminate the person's employment, but rather to help the person be a better employee.
- Be sure to understand the employee's side of the story. Ask questions to get to the root of the problem. Was it a misunderstanding of expectations? Did they not know the rules? Are they not trained in how to handle the situation properly?



- Take time to explain what you expect moving forward. Talk to the person about your expectations and talk to the person about their future at the company.
- Get their agreement to change. End the conversation with a mutual agreement to move forward based on the conversation you had.



People are sometimes confused with this method of performance management. Empathetic performance management is still disciplining the person. You will still place a written warning or final opportunity memo in their file.

However tempted you may be, due to fear of confrontation or just fear, never just let things go to be nice. When you lean to the side of being a nice guy/gal you are actually doing a disservice to yourself and your employee. You will continue to be frustrated by their performance or behavior. They will continue to act in the same manner, as no one has ever told them to change.

**WE ALL NEED PEOPLE
WHO WILL GIVE US
FEEDBACK. THAT IS
HOW WE IMPROVE.**

- BILL GATES

Take the time to talk **WITH** your employees. Using simple techniques to talk **WITH** the person, instead of **AT** the person will make **ALL** the difference in the outcome.

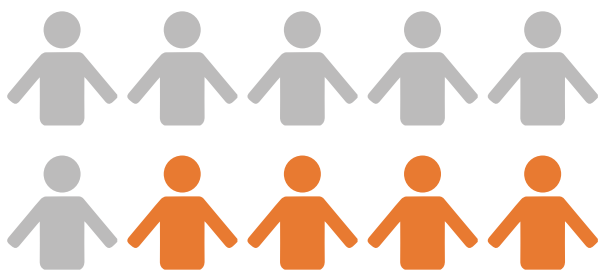


WHY IS EMPATHY IMPORTANT?

In their annual study, BusinessSolver found that empathy is KEY.

78%

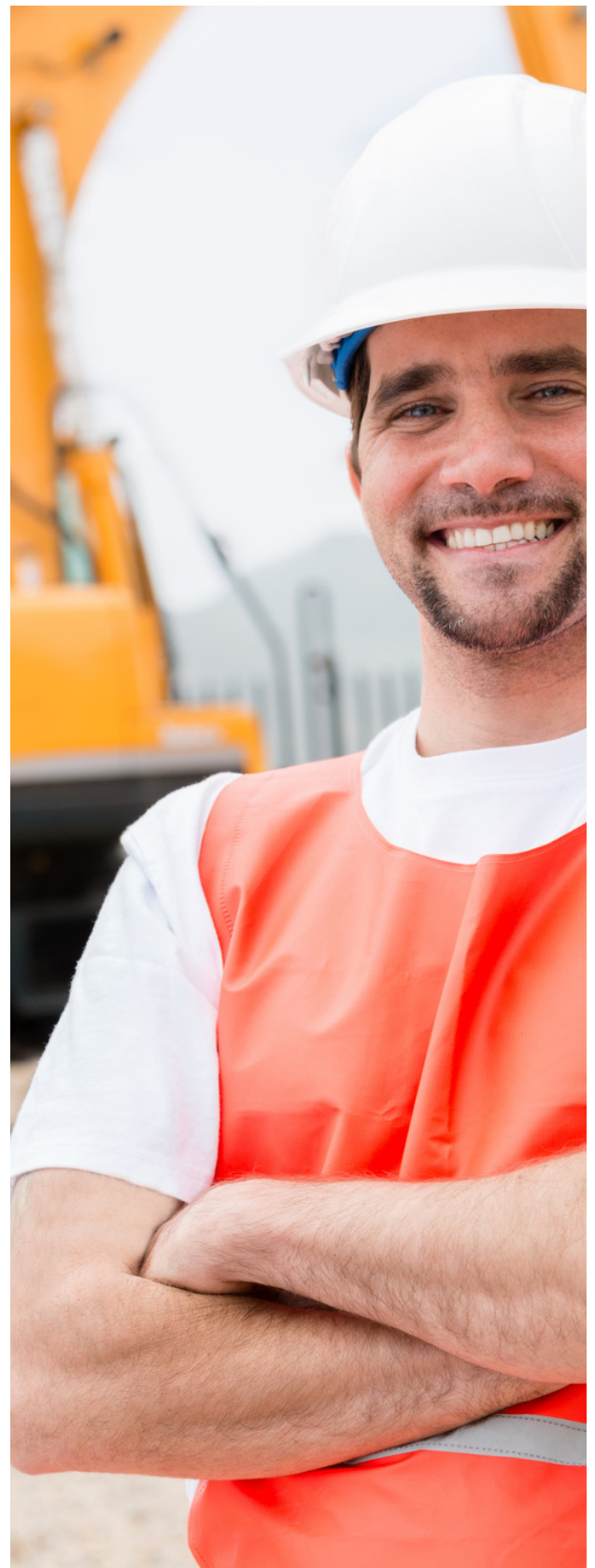
of employees would leave for equal pay if the other employer was more empathetic



6 out of 10 employees would take a pay cut for an empathetic employer

80%

of employees would be more likely to work longer hours for an empathetic employer



WE CAN HELP

Working together we'll create a unique disciplinary system that's customized to fit your company's needs and culture.

This comprehensive system will provide your employees with empathy and respect while increasing employee loyalty and reducing the factors that lead to lawsuits. We offer the following services to match your needs:

PERFORMANCE IMPROVEMENT TEMPLATES

We work with you to create legally compliant written performance improvement documents, complete with sample documents that fit are specific to your company.

PERFORMANCE IMPROVEMENT POLICIES

We partner with you to create the right policy for your environment.

MANAGEMENT TRAINING IN EMPATHETIC PERFORMANCE IMPROVEMENT

Your managers go through a full or half day training on how to have difficult conversations. Training will also include how to write effective and legally sound disciplinary documents.





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