Hello everyone and welcome to Module 6 of 90 Days to a Profitable and Productive Team. Today's lesson is all about coaching to redirect and turning performance problems around. What we're going to be discussing today specifically is why things go wrong. I'm going to share a model with you for giving feedback and asking for a change in behavior from your team. This is one of the challenges I hear most often from my clients and customers and I'm so excited to share these tips and tools with you today.

So first, let's start with why things go wrong. First of all, just know that things are going to go wrong with your team member. It doesn't matter how well you hired or how amazing your skills are… bad things are going to happen. It’s pretty much a guarantee. So just know that ahead of time and recognize that they are human and people make mistakes. You make mistakes, they make mistakes, and everything is fixable. That's especially true if as you're giving out work to them, you're setting up check points and milestones along the way. This way, they're not going so far off track before somebody has a chance to look at it and your processes are really clear, etc. So what do you do when things go wrong? There's a couple of other reasons why things go wrong that I want to make sure we cover. It’s generally 1 of 4 things.

1. There's a lack of regular communication.

2. There's misunderstandings about deliverables, results or priorities.

That's probably the number one reason things go wrong, because what you want them to achieve or do is not clear to them and it’s typically because your communication to them wasn't clear. Again, that's part of the mind reading problem that we all have, which is- none of us can do it.

3. You are unavailable (what I like to call, being an 'Ostrich')

4. You're being a control freak and trying to keep everything underneath your thumb and you can't seem to let go.

Other reasons why things go wrong are:

* Sometimes they're waiting on someone else, and that's usually you. Deadlines aren't getting met because you need to check it out or provide feedback, etc.
* They're feeling overwhelmed and they're juggling too much for your business. Or if they're a contractor working with other businesses, that they're juggling too much in other businesses.
* They don't quite feel confident yet. They're not sure exactly how to deliver what it is you want. Maybe their skills are good but they're unclear on expectations. Or maybe they do have some skill building to put into place.
* They're saying yes to things they probably should say no to. Meaning they've said yes to something because you need it done but maybe they're not the best person to do it because they don’t have what they need (skills, experience, etc). This often happens more with female contractors in place than it does with males, but it does happen. You know, people just don't want to disappoint you...
* Personal issues for them happening outside the business- someone is sick, kids are at home, there's money problems, they lack training skills or experience. Something or someone is preventing them from being able to perform well
* They don't know why what needs to get done is important or they think something else is more important.

\*For more information you can go to the Why Things Go Wrong document in your Module Tool kit.

So here's what you'll do when things go wrong. You need to coach to redirect and by that, we're talking about correcting performance problems while treating your team with dignity and respect. The underlying philosophy of this system that I've created for having this conversation is dealing promptly and fairly with inappropriate behavior or unacceptable performance so that you can establish and maintain a productive, safe, and enjoyable work environment. Productive means the work gets done right, and of course we know what safe and enjoyable means.

So here's what you're going to do... you're going to state your positive intentions for the conversation and for fixing the situation. Then you're going to describe the specific behavior (i.e., so what did they do or say? Etc.) without opinion. Let me give you a quick example of this... It’s not “that was so rude that you were late.” Right? That's a judgment. Instead, it’s “The meeting started at 5 o'clock and you arrived at 5:05.” Then you want to ask for their input or suggestions on how to have that be different. What you can say is, “I need it to be different next time. I need you to arrive on time. What ideas do you have or suggestions do you have for how we can do that?” Then you're going to agree on a plan for improvement and set a date to check it. Make sure you spot the opportunity to grow the person through it, instead of just providing them with critical feedback. Really encourage them to find the problem and the solution. You can tell them what the problem is, but encourage them to own their behavior in it. I do recommend you be as specific and objective as possible. You want to help them capitalize on their strengths by having them think about times they've overcome a challenge like this in the past or who else they know that has the skills that they want to build or have. Then make sure you do follow up with praise. If the problem continues, redirect again.

Some places where you might want to slow down is... you don't want to assume that they know that they're not meeting expectations. Again, assuming is a word we don't want to have in our vocabularies business owners, managers, and leaders. So don't assume that they know, make sure you tell them. Now we're not talking about punishing here, we're looking for a change in behavior. Don't dictate exactly how it’s going to look with them. Put some thought and some input into it, they'll be much more likely to follow through if it’s their idea. You definitely don't want to label or judge it, so avoid subjective terms altogether... and that's how you handle those. That's how you turn performance problems around. You need to address it promptly. I recommend you do it by telephone when you can, but if you have to do it by email, do it by email, but phone is so much better. It can be as simple as “Hey, I noticed you arrived to the meeting late by 5 minutes. The meeting started at 5 and you arrived at 5:05. I need you to change that”... boom. “What can you do to change that? Are you committed to changing that?”

So we’ve got a couple of tools for you in this module. We've got the 'Why Things Go Wrong' hand out, as well as our 'Coaching to Redirect' outline. You can print that out, put it on your desk, and have it available to you the next time you need to give some constructive feedback. Don't forget, you want to be giving positive feedback as well, which we're going to be talking about more in Module 7, which is coming up in just 2 weeks. Alright my friends, this is Deana Mayo from DelegatetoDone.com and 90 Days to a Profitable and Productive Team. Wishing you a wonderful rest of your day and much, much, much fantastic success, take good care.