

PERFORMANCE FEEDBACK

Scenario Description

Helen is one of your direct reports. She was recently promoted to a leadership position over a small group of talented employees. She was recruited for this new position because she is smart, dedicated, and passionate about her work. Recently, several members of her new team have expressed to you their frustration about Helen's top-down leadership style. You have also observed that team unity and morale are at an all-time low and they are starting to miss critical project deadlines. You set up some time to check-in with Helen, hear how the project is going, and deliver the difficult feedback.

Outcome

Your task is to deliver difficult feedback to Helen that is supportive and collaborative such that she agrees to try an alternative leadership strategy to improve her team's performance.



AWKWARD FEEDBACK

Scenario Description

Tonya works in procurement. For two years you have been both her supervisor and friend. Lately, many other employees have asked you to give feedback to Tonya about her poor hygiene. She often wears wrinkled and stained clothes, shows up to work as if she hasn't showered and sometimes has bad breath. The situation has become intolerable for many, even off-putting to vendors. You set up some time to check-in with Tonya to discuss the matter.

Outcome

Your task is to deliver difficult feedback to Tonya that is actionable such that she is willing to address the issue.



ASSERTIVENESS

Scenario Description

You are in a company that is about to down-size. You are among a small group of mid-level directors recruited to form a space committee that will make recommendations to executive leadership. Due to a conflict, you missed the first space committee meeting and, to your surprise, learned that the space committee selected your group to move to the least desirable basement level. You feel slighted. You set up an urgent meeting with Erica, the chair of the space committee, to express your concerns that a decision was made without your input.

Outcome

Your task is to have a difficult conversation with Erica such that she is willing to reconvene a meeting of the space committee to reconsider their earlier decision.



UNCONSCIOUS BIAS

Scenario Description

As a supervisor, you are meeting with Sandy, who is giving her first performance review to a new hire, whose religious faith is different from Sandy's. Sandy has already shared with you that the new hire has been a low performer during their first 3 months on the job. However, you know, from a former company where you and this new employee previously worked, that she is a talented and highly productive employee. You are concerned that Sandy's assessment may be unintentionally biased. You set up some time to check-in with Sandy about the upcoming performance review.

Outcome

Your task is to have a conversation with Sandy such that she agrees bias might have influenced her ratings.

