

# ... Build The People, Build The Business ...

## Is it time for your PIN session?

In last month's KALA, a Department Manager asked me for advice . . .

"I have a problem with one of my employees. She is a hard worker and loyal employee. However, she is abrasive and other employees would rather do something wrong rather than interact with her. How can I counsel her so she can improve her 'people' skills?"

My response:

I asked the Department Manager, "How often do you share feedback with your employees regarding their job performance?" The Manager replied, "Once a year during the performance evaluation period so she can get her merit increase.'

As a leader of a department, you should have a minimum of one performance review before an annual performance evaluation, depending on the employee's position in the organization and performance situation. I recommend that leaders have a "PIN" session

(POSITIVE, INTERESTING, and NEEDS TO IMPROVE) with their direct reports and those employees then have a PIN session with their staff on a quarterly basis to share feedback on observable work performance and how employees contribute to the departmental goals. Sometimes leaders need to verbalize an employee's weakness because the employee may or may not be aware that his/her boss can identify areas to improve.

Managers are like the Coaches for their teams. When team members are not functioning as they should be, it is the manager's responsibility to help them improve through coaching. Through coaching, managers can:

Capitalize on an individual's strengths and build on and overcome the weaknesses.

- Analyze their own performance so they are better able to work on their own personal and professional development.

- Help employees become more motivated through constant reinforced support.
- Provide guidance by directing team members towards a desired goal.

When it is time for annual performance evaluations, it will be easier to review notes from the past three quarters rather than to have to recall what occurred over the year.

Take the challenge. Ask your employees for PIN feedback on you as their leader and how you can improve as their boss. At first, the employees will not share much with you because they are not accustomed to giving their boss advice. If you need coaching before you try the PIN session, please contact me and I can share more procedural details. All correspondence will remain confidential.

An employee asked me for advice . . .

"I have a problem with my boss. He is a hard worker and loyal employee. He is so comfortable doing things the way he has been doing things for the past 20 years. The office staff tries to get him to use updated technology to be more efficient but he just cannot learn. Can you really teach a senior employee "new tricks"?"

My response will be in the next KALA issue. If you have any questions that I may be able to help you answer, please email me at [Lillie@Piosalan.com](mailto:Lillie@Piosalan.com). All correspondence will remain confidential.