

## **Preparing Technical Specialists for Nuclear Manager / Leadership Responsibilities**

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### **Getting good information from others.**

Focus the discussion on the information needed.

Use open-ended questions to expand the discussion.

Who, what, when, where, why and how?

Used close-ended questions to prompt for specifics.

Yes, no.

State your understanding of what you are hearing.

Summarize and close the discussion.

What do you want to accomplish from this discussion?

What specific information do you need to learn?

What questions do you need answered?

What issues of timing, location, advanced preparation, or other logistics do you need to consider in order to get the most out of this discussion?

### **Developing job skills.**

Define the task and its importance.

Describe what the employee needs to perform and accomplish.

List the steps.

Demonstrate each step.

Ask the employee to demonstrate each step.

Provide feedback and corrective actions, if necessary.

### **Planning questions.**

What is the task that you want your employee to learn?

Why is the task important?

What should your employee be able to do when the training is completed?

What are the steps needed to do this task?

### **Establishing performance expectations.**

Describe the job in terms of its major outcomes and how it fits into the larger picture.

Agree on measurable performance criteria.

Mutually identify necessary skills, resources and guidelines.

Determine priorities.

Review and check for understanding and commitment.

Set a date for an early progress review.

What are the major results or outcomes you expect your employee to achieve?

What impact do these results or outcomes have on the department, on co-workers or on the company?

What specific criteria or standards does this employee need to meet?

What skills, resources or guidelines are important for this job or task?

### **Building a constructive relationship with your manager and peers.**

Confirm your current priorities with your manager.  
Ask your manager and peers for specific feedback.  
Identify ways to support their priorities.  
Agree on what you will do, then specify responsibilities and due dates.

Which of your current work priorities do you believe need confirmation?  
What types of feedback concerning your current performance could you use to be more constructive?  
Do you understand your/their priorities?  
What factors are working against collaboration between direct reports and other departments?  
What are the benefits of your ideas to your company, manager and peers?

### **Clarifying department roles and responsibilities.**

Explain the department's purpose and impact on the overall organization.  
Describe the results the department is expected to achieve.  
Agree on the roles and responsibilities of each direct report.  
Identify procedures and resources for accomplishing work scope.  
Identify additional strengths based on education and experience of direct-report employees.  
Summarize and establish specific follow-up plans identifying roles, responsibilities and due dates.

What is your department's purpose and impact on the overall organization?  
What results are your direct reports expected to achieve?  
What do you know about each direct-report employee's strengths, preferences and developmental needs?  
What resources are the direct reports expected to use?

### **Recognizing positive results.**

Describe the result you are recognizing as specifically and immediately as possible.  
State why these results deserve personal appreciation.  
Close by reaffirming your recognition and continuing support.

What specific action have you recently observed that deserves recognition?  
Why is this action important to recognize?

### **Resolving manager, peer and department conflicts.**

Promptly let responsible personnel involved know how their issue is affecting performance.  
Set up a joint problem-solving approach to resolve the issue.  
Ask the employees involved to present their viewpoints objectively.  
Get agreement on the issue that needs to be solved.  
Have each employee generate possible solutions.  
Get commitment on what each employee will do to solve the issue.  
Summarize and establish specific follow-up plans identifying roles, responsibilities and due dates.

What is the problem as you see it?  
When or where did this problem occur?  
Is this conflict affecting performance so that I should intervene?  
What are the consequences if this conflict is not resolved?  
What do you anticipate the other person's responses and point of view will be?  
How will you handle that response?  
When is the best time, and where is the best place to deal with this conflict?

**Dealing with emotional behavior.**

Calmly acknowledge the emotional behavior.  
Describe the impact the emotional behavior is having on you in the discussion.  
Determine if it is possible to continue the discussion constructively - let them decide.  
Propose an approach for jointly refocusing on the work issue.  
Express support and reassurance.

What specific emotional behavior are you likely to encounter on the job?  
How are you likely to react?  
How can you cope with your reactions and respond most constructively?

**Providing constructive feedback.**

State the constructive purpose of your feedback.  
Describe specifically what you have observed.  
Describe your reactions.  
(These first three items should take no more than 60 seconds to complete).  
Give the other person an opportunity to respond.  
Summarize and express your support.  
Set a date for an early progress review, if necessary.

What is the purpose of your feedback?  
What are the specifics that you want to reinforce or correct?  
What are the consequences of these actions?  
What are your reactions?  
What suggestions might be helpful?

**Taking corrective action.**

Point out the differences between present performance and agreed upon expectations.  
Describe specifically the negative impact of the employee's performance.  
Get the employee's view of the situation.  
Ask for ideas on how the employee can correct the situation.  
Explain any steps you plan to take and why.  
Agree on the action plan and a date for follow up.  
Express confidence that the employee can correct the situation.

Are there factors outside of the employee's control that may be contributing to the performance problem?