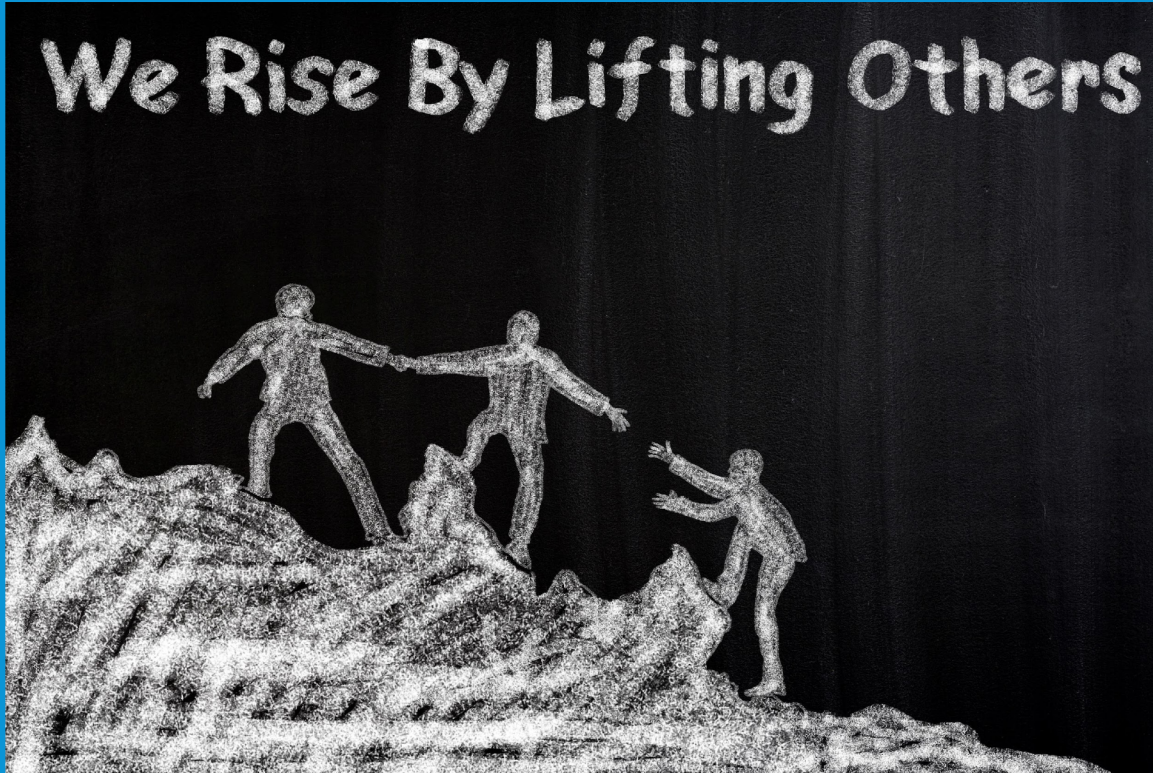


Leading with Compassion and Managing Risk



Introductions



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Missed Opportunities

- Nuisance Behaviors
- Ignored Needs
- Changing Expectations
- Hidden Medical Conditions
- Bad Placements



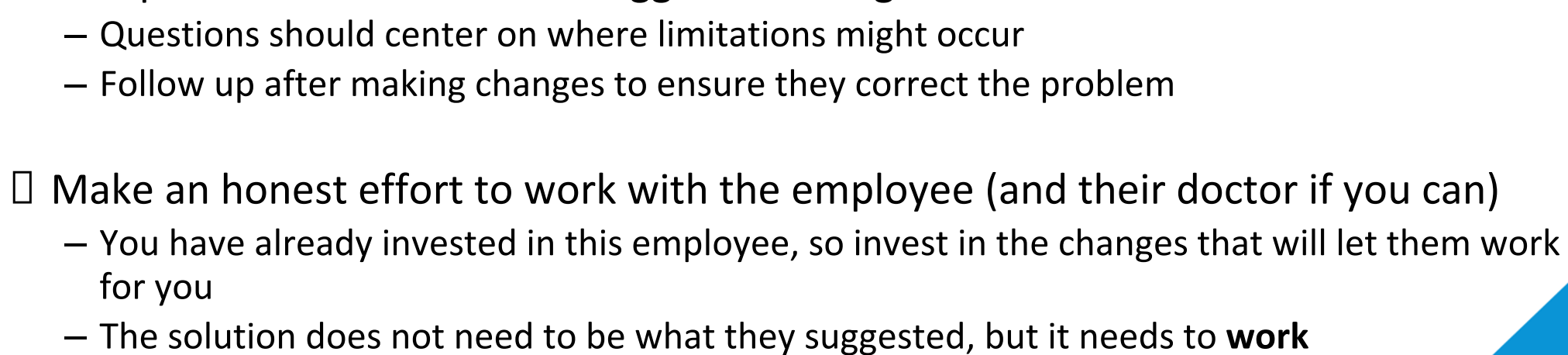
Time Off Requests

Do not judge the request or the reason

Extend (and expect) courtesy and preparation

Be realistic about workloads and expectations

Medical Needs

- You are not their doctor, so do not try to assess their medical condition
 - Rely on communications from their doctor to determine the need for special consideration
 - You need to understand the limitation, not the medical diagnosis
 - Medical conditions are inherently personal and should be treated with respect
 - Ask questions to ensure that suggested changes meet their needs
 - Questions should center on where limitations might occur
 - Follow up after making changes to ensure they correct the problem
 - Make an honest effort to work with the employee (and their doctor if you can)
 - You have already invested in this employee, so invest in the changes that will let them work for you
 - The solution does not need to be what they suggested, but it needs to **work**
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Performance Management

It's not an annual conversation



Regular performance conversations build trust

Feedback should always be timely

Have intentional conversations

Be compassionate, but don't give mixed messages

Conversations are about the problem, not the person

Emotional managers make poor decisions

How to Have “A Conversation”

Provide a clear message

Focus on the problem, not the person

Be honest and provide examples when they exist

Have a conversation

Don't argue

Document the Outcome

Consider the Skills You're Hiring For

Technical Skills



Category	Blue Bar Length (approx. %)	Light Gray Bar Length (approx. %)
Technical Skills	60%	80%
Soft Skills	60%	80%
Expectations and Motivations	60%	80%

Soft Skills

Expectations and Motivations

Other Legal Considerations

- ☐ Protected classes
- ☐ ADA

Use Your Resources

- ☐ HR/People Manager
- ☐ Legal Counsel
- ☐ SHRM, NBOA, MISBO
- ☐ Local groups

Thank you, SAIS!



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