

PERSONNEL ISSUES - Answer

What is Taylor's role in this conversation?

Reference: Mastering Difficult Conversations (Workshop Objectives) & Coaching & Developing People (Teaching)

Taylor is in a position where he needs to coach his friend and employee, Kris. The goal is to help Kris identify areas where he needs more guidance and support without making him feel attacked or dismissed. It is Taylor's responsibility to teach his employees about the new skills required to be successful in their jobs. To achieve this, Taylor must be able to recognize what Kris needs, communicate the same to him, set clear expectations, offer feedback when necessary, and be willing to have difficult conversations with Kris. These interactions would help both Kris and Taylor develop into better employees and leaders.

What is your purpose in talking with your Office Engineer?

Reference: Mastering Difficult Conversations (Overcoming Obstacles) & Coaching & Developing People (Teaching)

To ensure the success of both Taylor and Kris, it is important for Taylor to provide immediate feedback and encourage Kris to be receptive to training when needed. By having open and honest communication about Kris's development, any gaps in their skills can be identified and addressed. This will enable Taylor to provide the necessary training without overstepping and for Kris to feel comfortable receiving it. It is crucial to create a comfortable environment where both parties can communicate about skill gaps, particularly when preparing for the Pre-Mob meeting for the doors and hardware scope. This meeting sets the tone for our working relationship with the trade partner and establishes the expected standard for their work quality.

What messages do you want to convey to your Office Engineer?

Reference: Coaching & Developing People (Providing Feedback)

Taylor is fully committed to supporting Kris in achieving their goals. He will provide all the necessary assistance while being considerate of Kris's unique learning style. To do this, Taylor can begin by asking Kris specific questions to understand where he is facing difficulties. They can focus on topics such as the project's scope, meeting agendas, and work deliverables expectations. It's essential for both of them to work productively together as it will affect how trade partners and other members of the Hensel Phelps team perceive them.

What outcomes are you hoping to achieve?

Reference: Mastering Difficult Conversations (Shared Understanding) & Coaching & Developing People (GAP Analysis)

The objective is for Kris to comprehend the significance of job training and be receptive to seeking assistance from Taylor. Meanwhile, Taylor should avoid assuming that Kris knows everything or overestimating his abilities. It is vital for Taylor to identify Kris's learning style and provide coaching that is tailored to his needs without being too intrusive. Understanding Kris's learning style is crucial in identifying any gaps in his skills and determining the most effective coaching approach. Nonetheless, Kris should show respect to Taylor's authority and acknowledge his experience to ensure a successful collaboration and accomplish tasks together in the future. By collaborating effectively, Taylor and Kris can create a plan that addresses the areas of need and helps Kris stay on track with their tasks, meet deadlines, and ultimately contribute to the project's success.