

Additional Role-Playing Guide
Manager Sheet

PASSIVE employee

Situation:

You will conduct an interview with an employee who is very reserved and not very communicative. They always perform the tasks assigned to them but do not take any initiative and only express themselves very briefly during exchanges. Their interventions are short and brief, which makes it difficult to conduct an FU.

Key points for the FU:

- The employee carries out his or her work seriously but without exceeding expectations
- They are consistent and engaged
- From a technical point of view, their work is impeccable and neat
- During the last FU, they had not prepared a subject to discuss

Objectives of the FU:

The main objective of this interview is to encourage this employee to express themselves more. You would like them to tell you about the difficulties encountered by the team on a daily basis and to be more proactive in reporting information. In the long run, you hope that they take on more responsibility and improve their communication with colleagues, despite their introverted nature.

Instructions for the FU:

- Start by making a common assessment of the work done since the last FU
- Use open-ended questions to help them feel comfortable and express themselves
- Use patience and understanding to encourage them to actively participate in the discussion

Notes:

Tips:

- *Think about the specific points you'd like to address, including initiatives, responsibilities, and communication within the team*
- *Plan questions that can lead to productive dialogue/feedback, such as:*
 - *"Are there aspects of your job that could be improved?"*
 - *"What difficulties do you encounter on a daily basis?"*
 - *"How do you feel about your role within the team?"*
- *Consider ways to offer them new responsibilities adapted to their skills and personality*

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PASSIVE approach

Situation:

You are a discreet and reserved employee. You appreciate an environment where the instructions are clear and where you are then allowed to work independently, without interference. You wait for your manager to lead this FU, and you will respond briefly, as usual, with simple and direct sentences (yes, no, maybe).

Key points for the FU:

- You took the time to review the materials before this FU
- All the tasks requested since the last FU were carried out without difficulty
- You don't see any possible reproach about your work
- You have apprehensions about the possibility that your manager will insist on the importance of communicating more with team members, and this is a point that does not make you comfortable

Objectives of the FU:

Your main wish is to continue working in peace and quiet, without being put under additional pressure, especially when it comes to communication with your colleagues. You are willing to discuss and make an effort, but only if you are clear with yourself, and feel strong support from your manager

Instructions for the FU:

- Stick to your usual approach: answer questions with short sentences and be concise
- Let the manager guide the discussion; Don't try to take the initiative
- Pay attention to the relationship that your manager is trying to establish with you
 - If you feel supported, you can express your thoughts a little more, but without opening up too much
- Keep in mind that communication is not your strong suit, but you could be more open if you are clearly helped

PREP/NOTES:

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COMPLAINING employee

Situation:

You will conduct an interview with an employee whose complaining behavior has a negative impact on the team. Despite several discussions, they continue to express frequent and unconstructive complaints. You want them to adopt a more positive and productive attitude, especially in the presence of their colleagues.

Key points for the FU:

- The employee's performance has been declining for 2 months, mainly due to a lack of motivation
- They have been behind on the deadlines they set for themselves in FU
- They have been absent and on sick leave in recent weeks
- Challenges the organization and management without providing concrete solutions
- Their behavior has demotivated the team on several occasions

Objectives of the FU:

You would like them to adopt a cordial and positive attitude. Their goals for the next FU will focus exclusively on improving their behavior, performance, and deadlines.

Instructions for the FU:

- Communicate with them in an enthusiastic and motivating way to help them regain their momentum
- Encourage them to formulate concrete solutions rather than simply voicing complaints

Notes:

Tips:

- *Set clear expectations for meeting deadlines and improving attitude*
- *Ensure goals are measurable and achievable*
- *Ask for concrete examples of problems and invite the employee to propose solutions*

COMPLAINING approach

Situation:

You like to complain. Moreover, you feel that this is justified: you do not have an ounce of recognition (no promotion, no advancement, no consideration of your remarks...). In addition, you have many personal problems to solve at the moment (divorce, debts, recent death of a loved one, car breakdown, depressive illness, etc.). In short, you don't expect much from this new FU, apart from a little listening.

Key points for the FU:

- Very Few points have been to your advantage in recent weeks (absences, progress of the various actions...)
- Complaining is your only form of discussion with your manager during this FU
- You are once again behind on all your tasks and assignments
- You hope that your new topics will not be very complicated because you do not feel able to change your behavior for the moment unless you are seriously helped

Objectives of the FU:

You hope to express your frustrations. However, you fear that your manager will hold you more accountable.

Instructions for the FU:

- Express your concerns professionally for as long as your manager allows you to do so
- Don't hesitate to include your grievances related to their management style as well
 - Do so without disrespecting them
- Ask for help from them to meet your deadlines

PREP/NOTES:

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AUTONOMOUS employee

Situation:

This employee is a key member of the team who embodies the company's values. They stand out for their dedication. Their recent job performance evaluations have been excellent, and they always follow through with their commitments. Is a team player but often prefers to achieve their goals more autonomously.

Key points for the FU:

- This employee continuously achieves positive results and respects their commitments
- They are engaged and productive; Team members in which this employee oversee are also engaged and productive
- They are action-oriented, solution-focused, and provide as a valuable asset to the company
- Due to this employee's habitual need for working more autonomously, FUs, to them, may be viewed as unnecessary, and may not feel the need to provide you with updates on FU objectives continuously

Objectives of the FU:

Recognize their skills and professionalism by showcasing their recent successes and investments. Set ambitious goals together that will allow them to evolve. Be prepared to anticipate their hesitation, as they may feel discouraged by your suggestion of any additional responsibilities, especially with the amount of effort already given by this employee. The objective is to motivate them to accept these new challenges while supporting their growth as a leader.

Instructions for the FU:

- Listen to their concerns and pay attention to their responses
- Remain open to dialogue that will facilitate any need for clarification regarding your evolving expectations of this employee
- Be sure to offer concrete solutions to support them in their progress

Notes:

Tips:

- *Start the interview by acknowledging their successes and added value to the team*
- *Provide clear objectives, aligned with their own professional development goals*
- *Be prepared to discuss how an added workload will pose potential challenges/delays in their productivity and engagement levels*

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AUTONOMOUS approach

Situation:

You are a high-performance employee, respectful of the company's values, and you actively contribute to ensure the overall success of your team. Your manager is giving you more and more responsibility during FUs, and you start to worry that they will ask you for even more. You strive for workplace recognition in the goals you have accomplished, especially in the form of oral feedback.

Key points for the FU:

- Your FU support is ready
- Continuously achieve reliable and replicable results
- You always meet deadlines and commitments
- Given your preference for working autonomously, there are necessary improvements that need to be made in how you share and pass along your knowledge more effectively with team member
- Awareness of your lack of transparency and little collaboration during FUs, specifically when objectives are not clearly identified

Objectives of the FU:

You want to get clear recognition and feedback for your work. If your manager recommends adding more responsibilities to your workload, you will need to negotiate fair compensation. If a deal is not met, you will not be able to accept any additional assignments.

Instructions for the FU:

- Stay open to discussion
- Firmly negotiate and provide clear expectations for each additional goal set

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AGGRESSIVE employee

Situation:

This employee is often very assertive in nature and has a dominant personality, which makes it difficult to channel their engagement and productivity for the greater good. They often express their opinions in a direct and aggressive manner. On a technical level, this employee does provide value, and many colleagues rely on their knowledgeable skill set. They often express the desire to train members of their team and new hires, affirming their capabilities in holding a leadership position.

Key points for the FU:

- This employee produces positive results on technical subjects
- They like to train newcomers
- During the last team meeting, they complained a lot, to the point that you had to intervene to calm the situation
- Have the expectation that they will not have prepared for this FU

Objectives of the FU:

The objective is to manage their behavior better. You will set objectives focused on managing their aggressiveness and the importance of their role in welcoming newcomers. Following the last meeting, you want to make them understand that with more moderate behavior, they would be able to develop a more positive rapport within the company, which will then lead to a more productive and engaged workplace overall.

Instructions for the FU:

- Don't get carried away by their reactions; Stay calm
- Set specific expectations for the FU if the dialogue were to become aggressively charged

Notes:

Tips:

- *Avoid any escalation during the conversation and do not hesitate to take a break if the FU has become unproductive*
- *Start by acknowledging their technical skills and role as a trainer before addressing areas for improvement*
- *Focus the discussion on specific objectives related to managing their behavior and how their role is crucial in successfully onboarding new hires*

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AGGRESSIVE employee

Situation:

You have a particularly aggressive temperament, and you fear that this FU will be a waste of time. You were publicly humiliated last week when your manager reprimanded you in front of your colleagues for expressing your opinion, without apologizing since. You are deeply annoyed by his moral lessons and consider challenging his authority to destabilize him during the exchange.

Key points for the FU:

- You are very angry
- You are recognized as a technical reference in the company
- You are aware that your aggressive behavior can be a point of criticism
- You hope to get an apology from your manager
- You do not wish to take on any new responsibilities at this time

Objectives of the FU:

You want to question your manager's authority. It is important for you to get a public apology for the humiliation you felt. It is out of the question for you to take on new tasks before the next FU.

Instructions:

- Challenge your manager's authority directly without crossing boundaries
- Take control of the discussion to negotiate an apology
- Make sure you don't receive new tasks until the next FU

Notes:

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RESERVED employee

Situation:

You have hired a new employee who is to begin training. They are very reserved, even shy, and sometimes seem a little anxious. Although they have integrated into the team, they remain very discreet, and it is difficult to gauge what their thoughts and opinions are since joining the team.

Key points for the FU:

- The new hire trainer is satisfied with their progress, both in terms of technical skills and goal alignment with the company's values
- However, this employee could improve their communication skills by being more expressive and sharing more of their ideas and opinions

Objectives of the FU:

During this FU, you want to create a more personal relationship by getting to know this employee's background and experiences on a more in-depth level. The goal is to trust each other and encourage more open communication. It is important for them to be aware of your concerns. However, with on-going support, one of their objectives is to focus on improving their communication skills. You will ask them for regular feedback to further build and strengthen this skill, or lack thereof, to execute optimal performance within the team.

Instructions for the FU:

- Genuinely express a caring attitude to put them at ease from the very beginning
- Make sure they understand the expectations and the areas on which they will need to improve
- Foster a climate conducive to supportive-based dialogue and encourage them to speak up without feeling apprehensive

Notes:

Tips:

- *The environment and tone for the first FU can directly affect improvement or the lack thereof*
- *Be a proactive listener, show empathy, and foster an environment where they feel comfortable expressing themselves*
- *Give them tasks or situations that encourage them to communicate more*

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RESERVED approach

Situation:

You feel some anxiety about attending your first FU, not really knowing what is expected of you or how your performance may be evaluated. You would benefit from your manager clarifying the objectives for you ahead of time.

Key points for the FU:

- You are not familiar with the objectives or the expectations of this FU
- You have just recently joined the team and have finally settled into your role; however, at times, you still feel shy and reserved in your nature
- You acknowledge this specific weakness and are concerned about how your manager will respond to your shyness

Objectives of the FU:

You need to build a relationship based on trust. You hope that your manager's responsiveness will help you to feel more at ease and strengthen your self-confidence. Explain to your manager that you would benefit from being briefed on the expectations of the FU ahead of time to avoid any additional anxiety.

Instructions for the FU:

- Be particularly attentive in your manager's efforts to foster a supportive, caring environment
- Try to overcome your shyness, and attempt to reciprocate the level of effort being given to you
- Make sure to emphasize the importance of clarifying the expectations set for you at the individual level, as well as how your role affects the success of your team

PREP/NOTES: