

PCM Profile Role-Playing

IMAGINER employee

Situation:

This employee is a very discreet collaborator who always does what they are told and only what they are told. It is very difficult to drive a FU with them because their answers are always very short, and they never ask too many questions.

Key points for the FU:

- They do their job with precision and have a unique skill set
- They are always present & engaged
- There are no concerns with the quality of work
- They oftentimes wait for the work to come to them
- At their last FU, they were not well prepared

Objectives of the FU:

You would like to get your employee to talk a little more and for them to raise daily concerns as they arrive. As a long-term goal, you hope that they will take more initiative and will communicate better with you, as well as with their team members

Instructions for the FU:

Give feedback on the work done since the last FU. Know the right questions to ask them and how to present it in a way that will facilitate a dialogue. To avoid the FU being perceived as a time of reprimanding & criticizing, set a goal for them prior to the next FU, with the intent to use the time in between FUs as a measurable way to observe, as well as to provide any initial support/coaching as needed.

Notes:

PCM Profile Role-Playing

IMAGINER approach

Situation:

You are very discreet and reserved. You wish that you had been given clear expectations prior to the FU because you find yourself constantly questioning and second-guessing your daily routine. However, you choose to wait for your manager to hold your FU, where you will probably answer as usual, with short and simple sentences (yes, no, maybe...).

Key points for the FU:

You are currently using the FU discussion from the previous meeting as a reference tool to drive your daily routines. To keep track of your progress, you internally reflect on the statements below:

- All goals and objectives have been met or are currently being carried out since the last FU
- You seem less stressed and enjoy working in solitude
- You prefer obtainable goals/expectations that are clear and concise
- You find yourself still struggling to keep a consistent routine

Objectives of the FU:

You hope to get in and get out of the FU with saying as little as possible. Based on previous discussions, you feel like your manager will set additional goals for you on top of what you already have to accomplish each day, especially when it comes to your level of effort in communicating with your team. You are open to these goals as long as you feel supported and that these goals are accompanied by clear, obtainable objectives.

Instructions for the FU:

Let your manager lead the FU but still be attentive. As soon as you feel overwhelmed or leave the FU with unclear direction on how to meet these goals set for you, you will revert to questioning your daily routines and feeling unsure of where you fit in.

PREP/NOTES:

PCM Profile Role-Playing

PERSISTER employee

Situation:

This employee is a reliable teammate. They are internally, as well as externally, motivated by their own morals and values. Within the company, the employee chooses to hold themselves to a particularly high standard, oftentimes taking it upon themselves to oversee and address any behaviors displayed by their teammates that do not align with theirs. This employee could clearly evolve into a leadership role with similar duties since they obviously have experience in this field... unofficially. However, because they are driven by what they feel is right vs. wrong, their official move to a management position could negatively impact the morale and performance of those they now supervise.

Key points for the FU:

- On the verge of being promoted, as you are taking this opportunity to evaluate their potential further, the employee has been meeting and at times, exceeding the objectives one would be responsible for in a leadership position
- They will need to evolve into their role as leader
- They may have behavioral deviations
 - They complain often

Objectives of the FU:

You want to set new objectives that are ambitious in order to allow them to evolve into management functions. However, you feel that they will not accept this idea easily because you already ask a lot of them, and your FUs are often left with uncertainty.

Instructions for the FU:

Recognize their dedication and professionalism. Set management objectives AND make sure that they understand the objectives. The important thing will be to convince them why this is an upward move in their career.

Notes:

PCM Profile Role-Playing

PERSISTER approach

Situation:

You are a reliable employee; you know and respect the rules of the company well, with the high expectation for your teammates to do the same. Your manager is delegating more and more responsibilities to you at every FU; concerned more will be asked of you at the upcoming FU. Sometimes, you wish to be recognized for the work already accomplished.

Key points for the FU:

- Use the success already achieved in your work to your advantage
 - You meet deadlines and stick to your commitments
 - You take on the responsibility of managing your team's behavior without having to be asked
- You are aware that there may still be areas for improvement
 - Your delivery in how you communicate to your teammates
 - Finding reasons to complain
- You need more organization in the objectives already in place for you; you feel like you take on more responsibility than what is being asked of you

Objectives of the FU:

You would like to be recognized for your work and dedication. You will refuse any additional objectives that do not meet your standards. If your manager asks you for more, there will need to be clear expectations provided on how you will meet these objectives.

Instructions for the FU:

Be open to any discussion while still staying true to your standards. Negotiate monetary compensation and hands-on support for any new objectives agreed upon.

PREP/NOTES:

PCM Profile Role-Playing

HARMONIZER employee

Situation:

This is an employee who is usually pleasant to work with. They have trained many new hires and are known as an approachable and accessible trainer. For the past few weeks, you have noticed a decline in motivation and productivity. You know that for this employee, the FU is important to them, yet you have canceled on them twice due to schedule conflicts.

Key points for the FU:

- You want to address the change in mood that is affecting their performance

Objectives of the FU:

You want the objective of the upcoming FU to address their current behavior and performance changes. It may be necessary to meet with this employee immediately and not wait for the FU. No other objectives should be assigned until this has been resolved.

Instructions for the FU:

Try to rebuild trust. This employee is emotionally driven, and due to you canceling previous FUs, they may believe that they have become unimportant to you and the company.

Notes:

PCM Profile Role-Playing

HARMONIZER approach

Situation:

You are outgoing and sociable by nature. You like to welcome and train new hires. For the past month, it's been complicated in your personal life, and it has spilled over into your professional life. Your manager doesn't seem to care that you are struggling, even though you know they are aware of what is going on. Your manager has repeatedly canceled your FUs but still finds time to meet with other teammates.

Key points for the FU:

- You are in the process of a divorce, and you are behind on all your deadlines at work.
- You do not have the capacity to take on new tasks right now but would still appreciate the support from your manager while you go through this difficult time in your life

Objectives of the FU:

You hope your manager understands your situation by showing empathy and compassion during this upcoming FU.

Instructions for the FU:

Be open and honest with your manager. Come up with a plan on how you will feel the most support while you go through your personal issues and still be able to meet your current objectives.

PREP/NOTES:

PCM Profile Role-Playing

PROMOTER employee

Situation:

Your employee is a go-getter and is ambitious. They recently accepted a new project that is taking up a lot of their time and energy. However, they have recently been missing deadlines for their other tasks, and their overall results are declining. You have already made this clear to them at their last FU. They need to be able to delegate their responsibilities.

Key points for the FU:

- Their newest project is still very important, and they seem to be accomplishing it well
- Due to the increase in workload, they have canceled the last three FU
- Their other projects have declined in quality, yet they have not accepted additional help when offered

Objectives of the FU:

You acknowledge their accomplishments in the new project. However, you want to remind them that their other responsibilities are just as important; they were aware of this when they originally accepted the additional work.

Instructions for the FU:

Since this employee is crucial to the success of multiple projects, their objective for this FU will be to devise a plan for which responsibilities can be delegated to their teammates to achieve optimal success. This employee will attempt to convince you that they do not need help, but because there has been an undeniable decrease in their quality of work, delegating tasks amongst their team will be required until results improve.

Notes:

PCM Profile Role-Playing

PROMOTER approach

Situation:

You are a go-getter and ambitious by nature. You like new challenges and thrive off of taking risks. You have recently accepted a new project that is taking up a lot of your time and energy. After a few months of the additional workload, your other responsibilities are being neglected. Your manager has already spoken to you about better time management and the possibility of delegating tasks, which you did not do. Your performance has only decreased since, and you worry that you may be reprimanded as this next FU.

Key points for the FU:

- You know this new project is important to the company; it's even used as a promotional highlight for prospective clients
- You think that members of your team are jealous
- You want to delegate more, but you think other teammates lack autonomy and the skill to succeed in the task in the same way you would have

Objectives of the FU:

You intend to focus on the overwhelming importance of your involvement in the new project. Without you, it may not be as successful. You are willing to accept help with your other projects, but you are apprehensive about delegating tasks to your team.

Instructions for the FU:

During the FU, your manager agrees that you are an asset to the new project but is concerned about the quality in other areas that you are responsible for. It's likely your time management will only get worse, and you will be told that you must implement a "Delegation of Tasks" strategy amongst your team. You pridefully accept and agree to update your manager every two weeks until productivity improves.

PREP/NOTES: