

Employee Performance How to Have Effective Conversations

OR-PRIMA

October 9, 2025

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Today's Workforce



Bias in the Workplace

Bias is a prejudice in favor or against one thing compared with another. Biases are conscious and unconscious.

Unconscious bias:

- develop at an early age but can be changed with effort
- happens in a split-second without you even realizing it
- can impact your actions
- is often incompatible with one's conscious values.



Everyday Examples

Hiring

Meeting etiquette

Communication styles

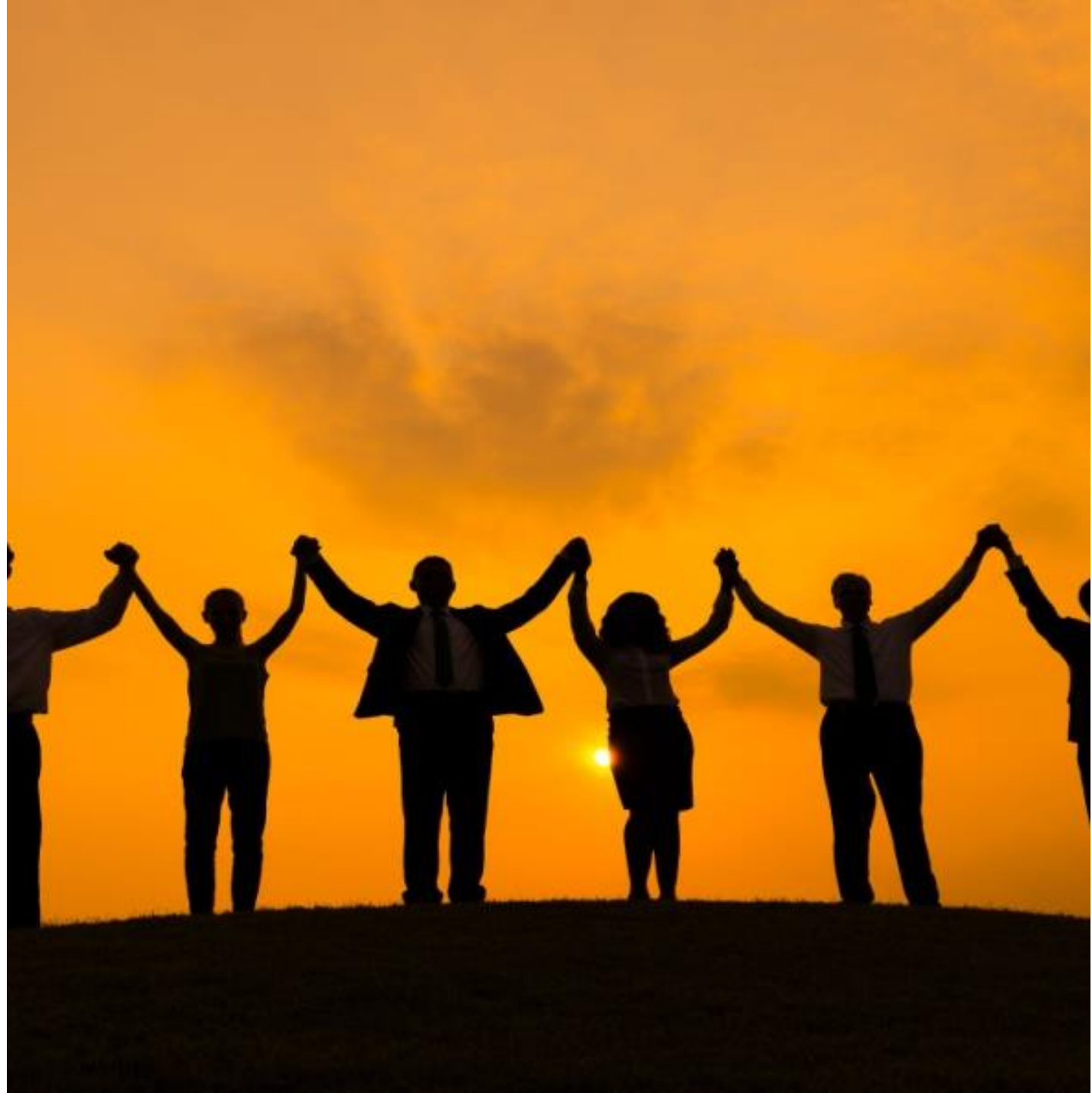
Performance evaluation

Complaint response

Interactions with the
public



Trying to make
everyone
happy is making
them miserable



Humans Are Naturally Conflict Adverse

Conflict is not nice

Conflict is impolite

Conflict is uncivil

The result is ...mounting
conflict!



Manager, your role is to Neutralize Potential Conflicts

Leadership – clarify roles and expectations

- Absentee boss who is delegating without providing direction or context
- Micromanaging boss who is unable or unwilling to delegate
- Lackadaisical front-line manager who is not providing sufficient coaching
- An overly confident employee who is resisting feedback

Why Difficult Conversations Matter

- Builds trust and accountability
- Improves Team Dynamics
- Support employee development
- Prevents long term conflict
- Leadership – create a culture of **RESPECT!**

Common Difficult Conversations

- Underperformance: Missed deadlines, low-quality work
- Behavioral issues: Disruptive or unprofessional conduct
- Unwelcome News: Policy Violation / Not getting promotion
- Boundary Setting: Role confusion or overreaching

Having the difficult conversation

- What we do
- How we do it



What We Do

Underperformance:

- ➔ Employee has been with the organization a long time and received (inaccurate) positive performance appraisals

What we do:

- ➔ Start with clean slate
- ➔ Establish clear performance expectations



What We Do

Behavioral Issues:

- Disruptive or unprofessional conduct
Employee spreads gossip and constantly stirs pot

What we do:

- Address respectfully and set expectations
- Use existing policies on employee conduct, professionalism, bullying



What We Do

Policy Violation:

- ➔ Employee has violated important policy.

What we do:

- ➔ Make it clear action was serious policy violation
- ➔ Listen to employee's side of the issue



What We Do

Boundary Setting:

- ➔ Role confusion or overreaching

What we do:

- ➔ Clarify responsibilities assertively
- ➔ Identify priority job tasks – review the employees job description and how it fits into the department and organization



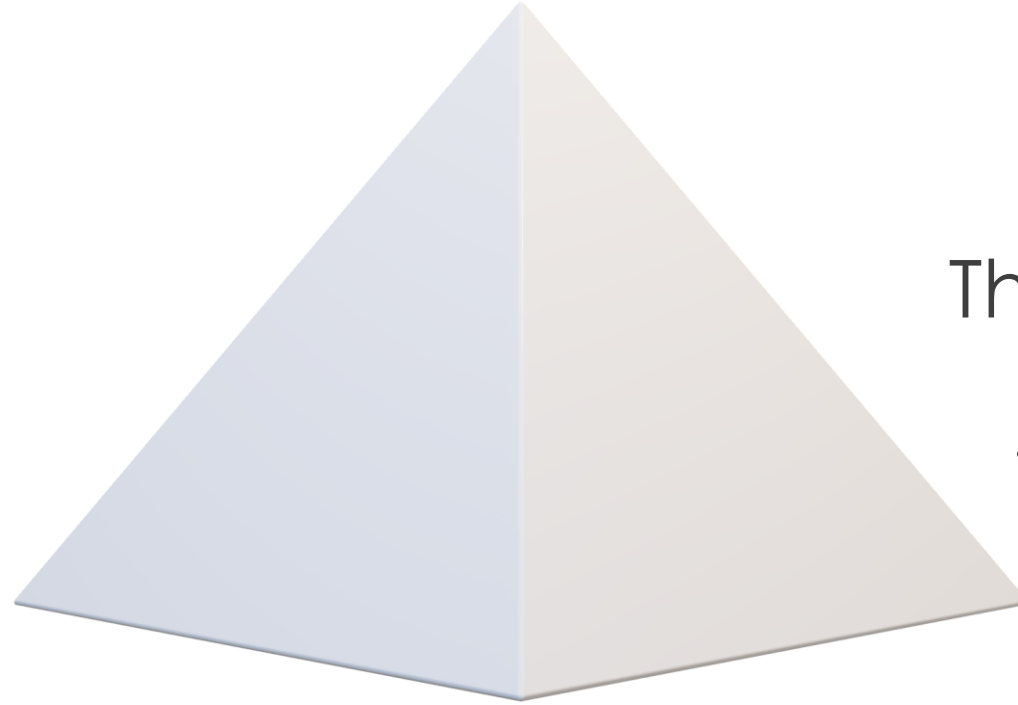
Who is the problem?

When conflict between employees is the issue in the department



The Drama Triangle

The Victim



The Bad Actor -
could also
identify as a
"Victim"

The Rescuer
(Manager?)

Fundamentals for Conflict Resolution

Don't generalize



Don't try to read minds



Don't confuse issues with personalities



Don't address a person when you're emotional



Don't force proof that you're right

Conflict often arises because employees:

- Have different points of view
- Communicate with one another differently
- Spend large amounts of time together
- Depend on one another to “get the job done”
- Have established expectations of one another that are not communicated and then not met



Each employee should ask themselves:

What is the unique value of my role on this team?

What am I paying attention to what no one else is?

What would we miss if my role was not here?

Which stakeholders is my role most focused on?

Who do I serve?

Who measures my success?

Each employee should ask themselves:

What is the most common tension I put on team discussions?

What one thing do I have to say in my role that frequently makes others bristle?



We address Conflict through Conversation...

- Are you willing to work with the employee to find a mutually agreeable solution?
- Are you open to the possibility of multiple possible answers?
- Are you willing to facilitate the employee's learning to find a workable solution?
- If you avoid conversation, will the problem persist?
 - Understand implications of unresolved issues

While Addressing Conflict - Don't

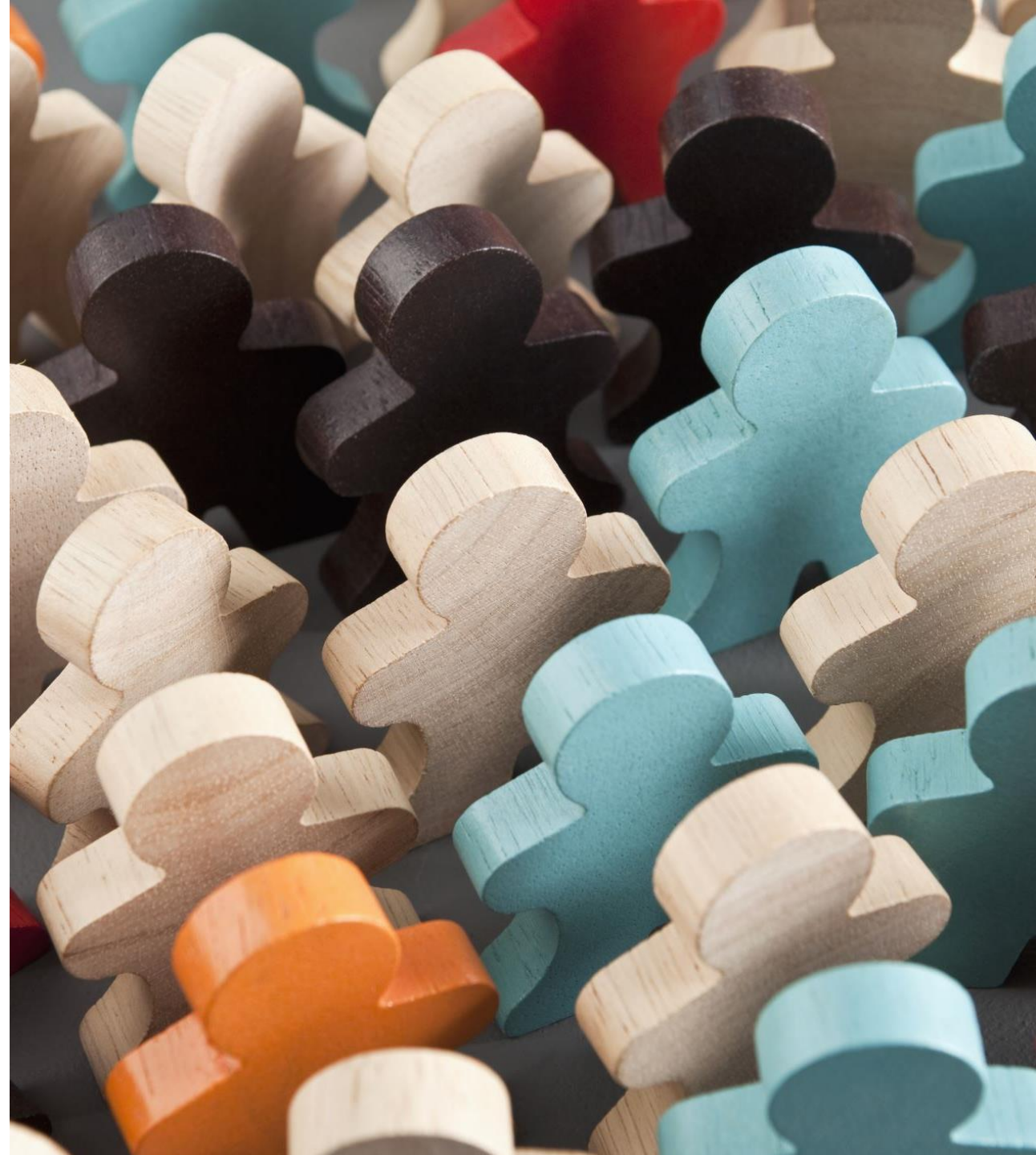
Focus on personality traits that cannot be changed

Interrupt

Disregard the feelings of employees

Allow emotions to take over the conversation

Impose personal values or beliefs



There are six steps to the conflict resolution process:

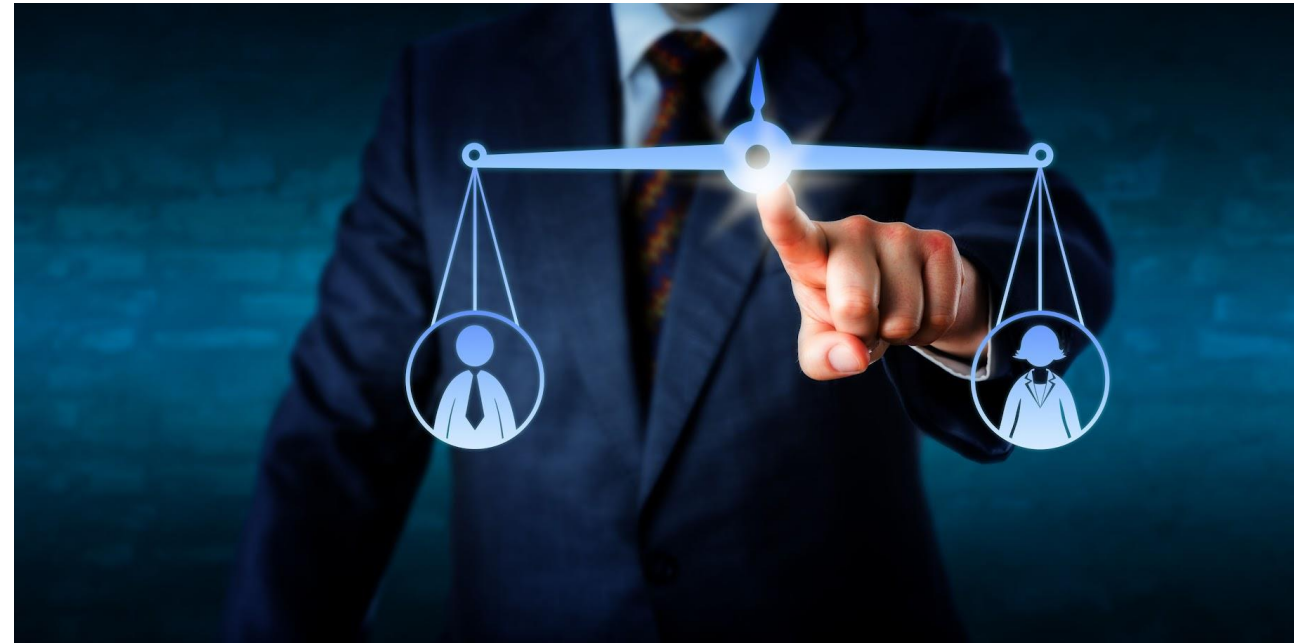
1. Clarify what the disagreement is
2. Establish a common goal for both parties
3. Discuss ways to meet the common goal
4. Determine the barriers to the common goal
5. Agree on the best way to resolve the conflict
6. Acknowledge the agreed solution and determine the responsibilities each party has in the resolution

Resolve Performance and conflict through Strength Based Approach

Focus on making your staff more of who they **are** instead of what they are **not**

Reinforcement of your employees' natural strengths – the ones they naturally have

Set higher expectations – get better results



Think again about that
Challenging Employee
or Co-worker...

What are you going to do
different?

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