

Opening credits:

[action music playing]

Two animated women arguing in an office room with a desk behind them and window overlooking the city. Scene drops down and a male and female superhero dressed in blue and green outfits fly up. Male superhero has speech bubble appear that says, 'Someone needs our help!' Superheroes fly off into the city. Women arguing in the office. Male and female superheroes fly across the window behind the women. Male and female superheroes drop down from top of screen and land on top of a building. City buildings in the background. Office room with two women continuing to argue. Elevator doors to the right opens up and the male and female superheroes run out and throw their arms above their heads. Speech bubble appears above male superhero that says, 'We can help! Come with us!' Superheroes run off the screen to the right. The two women point to an Ask Joe logo that appears.

Two female voices: Ask Joe!

Female voice: And Jeanne!

Screen fades to black.

[sad music]

Malachi sits with his boss, Andrew, for his six-month performance review.

Andrew: Malachi, I've reviewed your performance over the past six months, and I'm afraid it's not up to our expectations.

Malachi: (disappointed) What? I've been putting in a lot of effort. I was actually planning to talk about a raise.

Andrew: A raise is not on the table at this time. We will need to see some improvement in the areas we've discussed. We can revisit this at your next performance review.

Cut to various quick scenes of Malachi working with an angry look on his face and interacting negatively with coworkers. Last scene shows Andrew watching Malachi from his office.

Andrew: (to himself) I can't have this negativity affecting the team. I need to find a solution.

Cut to Andrew consulting a fellow manager.

Andrew: (confused) I don't know what to do about Malachi. His performance was not up to par in his last review, and now his attitude is affecting the team.

Fellow Manager: That's a tough situation, Andrew. Have you tried talking to him some more after his review?

Andrew: I did, but it didn't seem to help. I don't want his negativity bringing down the team or affecting productivity.

Fellow Manager: (thoughtful) Hmm...actually, I do know someone who could give you some insight into this situation. Why don't you...

Female voices: Ask Joe!

[Theme music playing in background]

A blue comic book style background. Ask Joe logo is in the background between a male cartoon character with black hair and glasses wearing a blue superhero outfit with green gloves and a female character with blonde hair and glasses wearing a green and blue superhero costume and green gloves. The scene moves off screen to the top to reveal a comic book on a wooden table. Camera zooms in quickly to the comic book cover and the screen folds down like a page turning to reveal live action Jeanne.

Jeanne: Wow, Malachi and Andrew are certainly not on the same page! These situations are so hard because I am sure Andrew thought he was doing the right thing by having the performance discussion and Malachi certainly thought he was doing all the right things because he had heard nothing from Andrew about his performance.

Jeanne: When expectations aren't clear and communication is infrequent, the result tends to be frustration, sub-par performance, and dissatisfaction-on everybody's part! Here are some suggestions for Andrew that might help in the future.

Jeanne: Set clear expectations- Its important for people to understand what's expected of them and what success looks like in their job. In the beginning, provide frequent check-ins to answer any questions, clarify expectations and provide recognition. And remember, recognition is best

when it is specific and describes the impact the action had on the member, the organization, or the team. When someone knows specifically what they did well, rather than a standard “thanks for doing a good job” they are able to repeat those successful behaviors in the future!

Jeanne: Review performance on a regular basis, not just one time per year- An annual performance review should never include performance surprises. Regular one-on-one sessions are critical to the manager/employee relationship because they build trust, improve performance, and increase motivation.

Jeanne: A suggested format for a one-on-one session might be one that opens with an opportunity for the employee to share anything that might be on their mind or just a few moments of personal discussion. Then time to focus on employee development, performance, strengths, and motivation.

Jeanne: This standard format provides consistency and a regular opportunity to discuss performance. If this had been happening, Andrew and Malachi could have discussed any performance issues as soon as Andrew began to become concerned. Andrew could have clarified expectations, answered questions, and they could have created a plan for improvement together. This would have made Malachi feel valued, respected, and cared for rather than blind-sided.

Jeanne: Malachi is unhappy, his behavior is affecting the team and expecting him to wait until next year’s performance appraisal to get an update on how he is doing and if he will get a raise is only going to make the situation worse. Having a performance discussion with Malachi now is important. Andrew and Malachi have already had a discussion about the areas where improvement is expected. The next step is creating a plan together.

Jeanne: Focus on each of the areas where performance is expected to be improved. Define what improvement looks like, what are the goals Malachi needs to meet and by when and what are the resources he has if he needs support as he improves.

Jeanne: Schedule regular check in points. This may be more frequently than they would usually meet but when someone is trying to improve performance it is important to get regular feedback so adjustments can be made and progress can be celebrated. Provide Malachi with a clear timeline for when Andrew will be willing to discuss a raise again.

Jeanne: If Malachi is meeting the set goals and performance is improving, rewarding him for his efforts will go a long way to engaging Malachi again and reinforcing with him Andrew’s belief in him as a valued member of the team.

Jeanne: Its never easy or fun to address unmet performance standards but courage, conversation, and clarity will certainly pave the way to success! Have a leadership question? Email us at AskJoe@mycuserVICES.com, we'd love to help!

Red screen with dots slides over Joe. White text appears on screen.

Female voice: Have a leadership concern and don't know where to turn? Ask Joe and Jeanne! Send your questions to askjoe@mycuserVICES.com.

[theme music playing]

White screen with blue, red and green paint splashing together to form Vizo Financial logo. Logo fades to a green Vizo Financial logo 'V', a red heart and the words, "CUs" in green on a light gray background. Dark gray words appear underneath that read, 'A Vizo Financial Production'

Logo fades out and disclaimer text appears on screen.

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Fade to black.