



CONFERENCE NOTES

Notes from the presentation by Scott Arizala

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You're Fired! & Other Difficult Management Conversations

Four basic principles of great camp management & supervision

1. Accessibility
2. Approachability
3. Being a team player
4. Communicating clearly

Team play is about:

1. Your staff feel that you could be on the ground doing what they are doing
2. Your input is helpful
3. You role modeling everything you teach or train and expect of the staff
4. You do your share of the work

The simplest description of **clear communication** is:

1. Express yourself clearly, especially your expectations for your staff
2. Listen carefully, especially to the concerns your staff have

Being **accessible** is about:

- Your staff know where to find you at different times throughout the day.
- When your staff do find you, you **make time to talk** to them. Or, if you can't talk then, **you set up a time** to talk soon.
- You **follow up** with them later or **follow through** with what you said you would do.



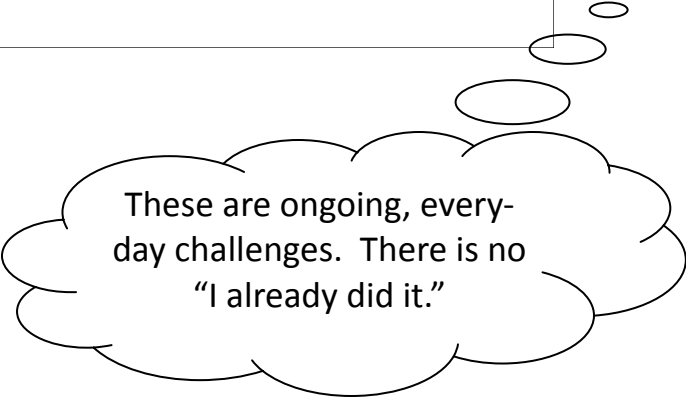
Approachability is about how people feel about coming to you for advice, guidance, support, to vent, or anything else.

To be approachable, make sure that:

1. You show with your eye contact and other body language that you are paying attention.
2. You remain calm. It's natural to have an opinion about what you're hearing, but getting mad, no matter how unhappy you may feel, scares people off.
3. You ask open ended questions in order to learn more about that person's experience



When the staff you supervise **know where to find you** and **feel good about talking with you**, then your job as a supervisor is easier.



These are ongoing, every-day challenges. There is no "I already did it."

All Difficult Management Conversations are like good stories, they have a **(Prologue), Beginning, Middle and End (Epilogue)**

Before (Beginning)

Prepare for any difficult conversation – think about questions like:

1. What does the troublesome counselor understand or expect about this part of their job?
2. Do they think their role is to be a team player, support other staff, or change their behavior?
3. Has this troublesome counselor received critical feedback before? If so, what worked well? What didn't?
4. What do they need to be successful?

During (Middle)

Keys to a successful conversation:

1. Calmly state the facts
2. Listen carefully
3. Ask open-ended question

The four stages of every difficult conversation are:

Prepare

(1) Reflect calmly on what the problem is (Describe how your expectations do not match the counselor's performance)

Review Facts

(2) State, at the start, what you know about what happened

(3) Ask, at the start, for the counselor's version of the facts

Set Goals and Methods

(4) State your goal for a specific behavior change

(5) Ask what methods the person plans to use to achieve those goals and what supports the person needs from you to make this change

Plan and Verify

(6) State what the consequences of continued underperformance are

(7) Ask whether the person has any questions or ask them to summarize to verify they understand ("*Just so I'm clear that you understand, can you tell me in your own words, what the plan is?*")

After (End)

Follow-up & after the conversation:

- Create and agree to a specific timeline
- Create an action plan with behavioral goals
- Provide needed support
- Give the staff member a reasonable opportunity to change their behavior

Prologue & Epilogue

PRACTICE, PRACTICE, PRACTICE

- Role plays
- Scenarios
- With other directors
- Review

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