

CONVERSATION PLAN – EMPLOYEE PERSONAL PROBLEM IMPACTING WORK

Note: DO remember there are potentially 2 problems to be solved. Any workplace impact of the problem needs to be resolved AND the employee needs to solve their personal problem (potentially with some help from BIGAPPLE). DON'T stray into counselling or giving end solutions. DO insist that progress is made on both problems, DO show empathy and support (to the degree that it is warranted).

1. **“Welcome ... We need to talk and this may be a sensitive conversation”**.
2. **“We see a change in your work / relationships / behavior that suggests there may be an issue in your personal life which is affecting your work.”** [Detail that evidence i.e. lateness, unusually emotional, uncharacteristic moods, recent poor attendance, performance, quality of work, outside interruptions etc]
3. **“This raises two issues for us both. Firstly, we care about you and there may be ways we can help you resolve whatever issue is impacting you”**.
4. **“The second issue is that there’s a workplace impact we can’t continue to accept. Let me explain...”** [describe the impact; e.g. poor quality, customers let down, colleagues having to cover etc].
5. **“If these workplace problems are not sorted then.....”** [indicate what typically are the consequences i.e. from running out of paid leave up to and including dismissal]
6. **“It’s our responsibility to resolve the workplace impacts BUT also I’m keen to see if we can help you work through any personal problems”**.
7. **“What’s your response to what I’ve said....can you help me understand what’s going on so we can work through it and get back on track”** [Active listen until you understand the issues. Point out that your role is not to be a counsellor, that workplace support services are available]
8. **“Can we agree the problem(s) that need to be sorted out are....”** [agree objectives for solving the issues and confirm the persons agreement to that summary]
9. **“What are your options to solve these issues?”** [Start with their ideas and don’t become a counselor. You may need to ‘negotiate’ some temporary easement or help for them in meeting work responsibilities. Be sure this is reasonable and temporary. Introduce professional support with their personal issue if appropriate. HR can help]
10. **“How will you / we put that solution in place?”** [Agree actions, dates etc].
11. **“You have my support, but you need to stick to the plan. Will you do that?”**.
12. **“Let’s agree first review meeting date and time”**.

Thank you.