

HRBS White Paper

See It and Say It..

Tina Radford, Managing Director of HR Business Solutions investigates a management technique to live by – See It and Say It.

See it and say it' is one of the most powerful lessons I have learnt throughout my management career when it comes to managing staff performance. I learnt this technique from a Regional Sales Manager who worked at a company where I was the GM or HR. At this company there were 2000 staff in nearly 150 locations throughout Australia, so as you can imagine, I dealt with lots of HR issues. However, there was one Regional Manager who was responsible for about 14 outlets that did not seem to experience many serious staff performance management issues as the other managers. To find out why, I spent time with her every day for about a week visiting her stores and watching her work with her store managers. At the end of the week I asked her what her secret was, why her store managers seemed to have the ability and confidence to manage performance issues so confidently and quickly. She told me that they live by one performance management philosophy and that was – "SEE IT AND SAY IT"

The key to this management technique is to see the unacceptable behaviour and say something to the employee the first time you see it, By not 'calling it' a manager risks sending the wrong message to the employee by allowing them to be late or continue the behaviour or poor performance for weeks or months before pulling them up on it.

The longer you leave 'saying it' the more difficult the conversation becomes for you, for a number of reasons:

- For some managers they find it harder to discipline or pull employees up on such things once they have worked together for a longer period of time, it is a bit like pulling your husband up for leaving the toilet seat up after not saying anything for 5 years.
- The closer the relationship you have with your employees the harder delivering unpopular such messages can be.
- You cannot justify why this behavior or standard of performance is all of a sudden not acceptable after accepting it for a long period of time.
- If you are a new manager or have been promoted to a management position from within an organization - people can sometimes find it difficult to accept your new position of authority, or you might lack the skills and confidence to have tough conversations.

The key to the "see it and say it" strategy is to ensure that you hold everyone accountable for unacceptable behaviour or standards of performance all of the time. Being inconsistent as a manager sends mixed messages to staff regarding your performance expectations.

