



Same song different day. "Carol, he is a good person. BUT he wants everyone to be happy and will not confront people and hold people accountable"

This statement drives me crazy!!! Why? Because it is what the folks a Crucial Conversations would call a "Sucker's Choice." That is a belief that people will either be happy or be held accountable.

PLEASE, PLEASE, PLEASE, PLEASE hear me! It is not an either or choice. In fact, it is one choice. Hold them accountable in a humane and predictable way by articulating your expectations. People will not be happy with you if they feel blindsided by allegations that they are not performing their jobs. While it is excellent that people are happy at their jobs, it is not the function of business or government to pay people to be happy. The function of work is work.

If managers, supervisors or leads are ALLOWING PEOPLE TO FAIL BECAUSE YOU ARE TOO UNCOMFORTABLE TO BE GENUINE WITH THEM THEN SHAME ON YOU!

Here is the good news. The conversation is likely not as uncomfortable as you imagine it to be. Talk about your expectations, your assumptions, and the benchmarks. Easy. The conversation is not about their personality traits or lack of skill, or other potentially demeaning stuff. It is about what the job is and requires.

Will there be push back. YEP. Especially, if you spring this on them. Instead do some prep work with the entire group so everyone is moving forward.