



# The Two Most Important Relationship Questions

## Challenging Employee Worksheet

**CONFIDENTIAL!**

### PART 1: YOUR ROLE AS MANAGER

**INSTRUCTIONS:** Take some quiet time to reflect on and answer the 1<sup>st</sup> most important relationship question below, doing so in the context of your management position. The same question worded differently would be: "Why would others want me as their manager?" Another way to put it would be: "What do I bring to the table? and What do I take away from the table?" Be painfully honest. List the Pros and Cons first, then go back and score each item individually on a scale from 1 to 10, 10 being the most serious or weighty. Add up your total score at the bottom. Which side outweighs the other side? Why not ask both questions about your personal relationships as well?

1. WHAT DO I BRING TO THIS RELATIONSHIP? (Why would others want me as their manager?)			
PROS - POSITIVES (What do I bring to the table?)	Score	CONS - NOT-SO-POSITIVES (What do I take away from the table?)	Score
<b>Total Score</b>		<b>Total Score</b>	

Which column has the highest score? Do you take more away from the table than you bring?  
To grow as a leader, work to transform the "Not-So-Positives" into "Positives."

## PART 2: CHALLENGING EMPLOYEES

- When faced with a challenging employee, ask yourself the 2<sup>nd</sup> most important relationship question below.
- To gain more insight into his/her perspective, have the challenging employee do the same exercise using the 1<sup>st</sup> question above.
- Ask yourself the question below about all of your subordinates, especially before a Performance Evaluation. It will help you to clarify any areas in which they need to develop and improve.

<b>2. WHAT DOES THE OTHER PERSON BRING TO THIS RELATIONSHIP?</b> (Why do I want him/her as an employee?)			
<b>PROS - POSITIVES</b> (What does he/she bring to the table?)	<b>Score</b>	<b>CONS - NOT-SO-POSITIVES</b> (What does he/she take away from the table?)	<b>Score</b>
<b>Total Score</b>		<b>Total Score</b>	

**Which column has the highest score? Does the employee take more away from the table than he/she brings?**

**NEXT STEP:**

1. IF EMPLOYEE IS WILLING TO RESOLVE: Coach the employee to improvement.
2. IF EMPLOYEE IS UNWILLING TO RESOLVE: Manage him/her out of the company WITH JUST CAUSE.