
Introducing Rachel

Rachel is one of your most technically skilled and experienced employees. Excellent results on most any task or project. This last year she spearheaded a key project for the department, completing it ahead of schedule and with high quality. She is known for and is admittedly “married to the job” putting in long hours to get the job done.

She has been recognized over the years with spot bonuses and recommendations from the next level of management. Last year she received the highest overall rating possible from her manager during her review.

As a result of a reorganization six months ago, you are now her Manager.

You appreciate Rachel’s technical know-how and excellent performance results, but it comes at a great cost to the rest of the team. Rachel treats teammates, and especially junior members on the team, with what is called an arrogant and patronizing manner. Rachel could be described as a “prima donna.”

Rachel has a history of being involved in conflicts with teammates. She has a quick and particularly cutting temper. You personally saw her tell a teammate to “pipe down” in a team meeting. You also heard her use the term “loser” and “moron” when describing another underperforming colleague. She will also shut people down while in heated debate. Other members of the team steer clear of her at this point and allow her to get her way.

You know that Rachel’s performance has always allowed her to get away with the behaviors and you suspect that her old Manager even encouraged it as it was known that he admired that kind of “toughness.” You have cautioned her twice about her outbursts, but in both instances she defended her position by saying that the team is too “thin-skinned” and needs to “concern itself with the work, and only the work, or leave.”

Map out the coaching conversation:

How will you open the conversation?

Situation:

Behavior:

Impact:

Listen Attentively:

Explore Solutions:

Action Plan:
