

Don McNea Fire School
www.FirePrep.com

Below are subordinate counseling strategies that will increase your chances of being promoted. We strongly suggest you take the time to review these strategies before you take your examination. These strategies have been developed by experts in the field who have helped thousands of firefighters increase their score and gain their promotion!

At our website, www.FirePrep.com, under Fire Department Assessment Center Exam Preparation, we have in-depth Subordinate Counseling and Assessment Center Exam Prep to put you in the top percentile over your competition and get that coveted officer badge - good luck!

BEHAVIOR CHECKLIST FOR EMPLOYEE PERFORMANCE COUNSELING EXERCISE –
INTERPERSONAL RELATIONS DIMENSION

Interpersonal Relations: Skill in perceiving and reacting sensitively to the needs of others; deals effectively with tensions; projects open and approachable manner.

Positive Behavioral Descriptors:

- Listens to the employee.
- Responds to the employee in a thoughtful and diplomatic manner.
- Demonstrates awareness and concern for the feelings of the employee.
- Is supportive, and reassures the employee when the employee is upset or tense.
- Attempts to put employee at ease by being open and approachable in manner; using small-talk in appropriate circumstances, approachable body language and positioning, and otherwise dealing with the employee on a personal level.
- Shows interest in the points of view, ideas, and concerns of the employee.
- Is patient with the employee.
- Recognizes need to deal with different situations differently – is supportive or firm where appropriate.

Negative Behavioral Descriptors:

- Is unaware of effect of own actions on the employee (e.g., dwelling on a point that has already been resolved).
- Does not show legitimate concern for employee's ideas; is non-supportive or doesn't show that the employee's ideas are valued when the opportunity for doing so is present.
- Body language shows disapproval of or impatience with the employee.

- Has a pattern of interrupting the employee.
- Tries to retaliate when a point or a decision is challenged.
- Relates to the employee on an impersonal level; makes no effort to establish rapport.
- Responds to emotions in a threatening manner.
- Talks “down” to the employee.
- Is abrupt with the employee when a question is asked, or statement made, that implies disagreement with his/her point of view.
- Shows disrespect for the employee by using exaggerated expressions, or looking away, when they express a different viewpoint.

BEHAVIOR CHECKLIST FOR EMPLOYEE PERFORMANCE COUNSELING EXERCISE – LEADERSHIP DIMENSION

Leadership: Effectiveness in getting others to accept ideas and suggestions, and in guiding others to accomplish a task or arrive at a solution to a problem; assertive at appropriate times; effectively motivates others.

Positive Behavioral Descriptors:

- Takes charge by being appropriately assertive when needed; keeps session on track and focused while also maintaining a positive atmosphere.
- Effectively explains the rationale for standards and/or procedures; promotes understanding and acceptance.
- Demonstrates openness, calm and self-confident in responding to employee, even when employee’s tone is somewhat negative-sounding or challenging.
- Demonstrates openness to the ideas of the employee; shows concern for what the employee thinks.
- Encourages self-expression by the employee’ openness of manner suggests valuing of others.
- Openly deals with possible resistance; effectively identifies with employee’s concerns and tries to gain the support of the employee without undermining the organization or higher management.

Negative Behavioral Descriptors:

- Does not effectively set the stage for the session; does not effectively take steps to build rapport.
- Is not effective in directing discussion back to main goals when employee introduces unrelated or minor points.

- Does not attempt to identify possible employee concerns; session appears to be a “one-way” street with employee simply expected to acknowledge and follow directions.
- Does not address employee concerns in formulating solutions to problems; hence, proposed solutions encounter overt or covert resistance.
- Does not effectively deal with excuse-making behavior on the part of the employee; demonstrates a willingness to accept excuses rather than address issues.
- Tends to focus only on consequences of failing to perform as expected, including discipline or related actions, to the point that morale would be damaged and/or resistance would be likely.
- Attempts to overpower employee into accepting his/her view by projecting excessive dominance; with the likely result being that the employee is alienated in the process.

BEHAVIOR CHECKLIST FOR EMPLOYEE PERFORMANCE COUNSELING EXERCISE – ORAL COMMUNICATIONS DIMENSION

Problem Analysis/Decision Making: The ability to express ideas clearly, concisely, and effectively in oral form; to listen to others attentively and with comprehension; to give appropriate non-verbal messages and to interpret such messages when given by others.

Positive Behavioral Descriptors:

- Presents thoughts and ideas in succinct and well-organized manner.
- Speaks in clear, well-constructed, grammatically correct sentences; articulates easily and fluently.
- Maintains eye contact when speaking.
- Uses appropriate hand and body gestures, and facial expressions, to emphasize important points.
- Listens attentively and with comprehension when others are speaking.
- Uses appropriate voice inflection to emphasize main points.
- Volume of voice is appropriate to the situation.
- Uses appropriate and easily understandable rate of speech.

Negative Behavioral Descriptors:

- Ideas and points are hard to follow because they are not presented in an organized manner.
- Rambles when trying to make a point.
- Struggles for phrasing and wording.

- Words are not clearly enunciated.
- Uses incorrect grammar.
- Overly repetitive.
- Does not make eye contact with others when speaking.
- Holds hand in front of mouth when speaking; or other habits which make understanding difficult.

BEHAVIOR CHECKLIST FOR EMPLOYEE PERFORMANCE COUNSELING EXERCISE – PROBLEM ANALYSIS/DECISION MAKING DIMENSION

Problem Analysis/Decision Making: The ability to develop alternative solutions to problems, evaluate them, and make logical decisions.

Positive Behavioral Descriptors:

- Focuses on the key issues involved and proceeds in a logical manner.
- Seeks relevant information; asks appropriate questions to get at the facts.
- Separates relevant from irrelevant information in exploring problems.
- Suggestions made are well thought out with logical reasons to support them.
- Evaluates the consequences of various alternatives and selects the best alternative.
- Judgments reflect an understanding of practical matters, including concerns such as interpersonal issues, public relations, performance issues, etc.
- Makes decisions based on an awareness of a larger, overall picture which addresses both the immediate and the long-term needs of the organization.

Negative Behavioral Descriptors:

- Fails to adequately consider all of the available information.
- Jumps to conclusions before properly defining the problem in its entirety.
- Decisions do not fully address the key elements of the problem or situation.
- Decisions ignore important considerations, leading to the selection of poor alternative courses of action.