

GENERAL DYNAMICS

NASSCO–Norfolk

Performance Expectations

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Expectations



About Expectations:

➤ **We all have them!**



Performance Expectations

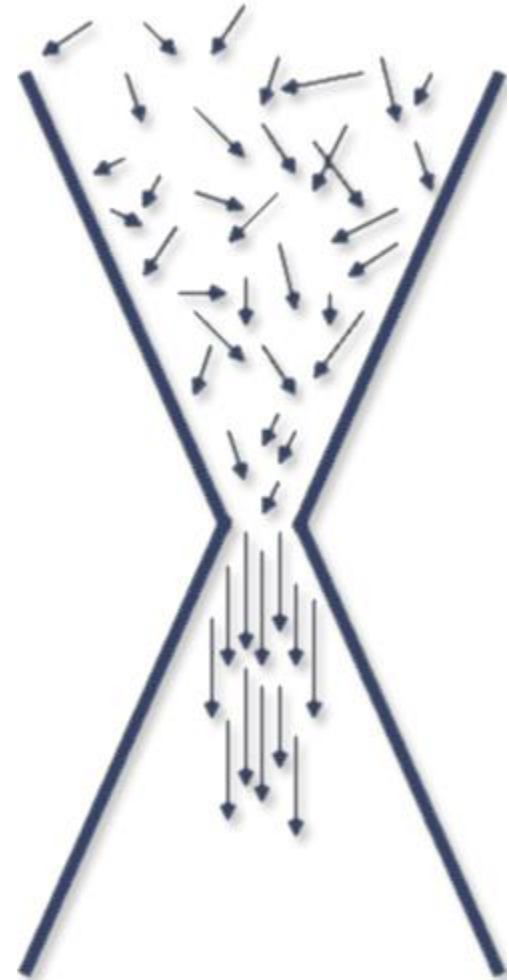
In this module you will:

- Learn to confront behavior that fails to meet your expectations.
- Understand the importance of discipline and conformity in building high performance.
- Develop a set of non-negotiables for those you lead.
- Practice the skill of harnessing harmful behavior.
- Apply the skill to real-world situations.



Rules of play: Three Attitudes

1. **Chaos:**
2. **Stability:**
3. **High Performance:**



Non-Negotiables

Non-negotiable: a set of expectations set in place by management that form the foundation of an individual's contract.

3 Categories of Non-negotiables:

- Compliance with policies and procedures
- Interpersonal conduct and behavior
- Minimum performance specifications



Non-Negotiables Examples

- Arrive at work on time and remain in work areas except during breaks.
- Work in a safe manner following established safety policies.
- Know and understand the job requirements of each task.
- Treat others with respect.
- Comply with dress code.
- Use safety gloves, goggles, and shoes when working with chemicals.
- Report dangerous conditions or actions.
- Keep your work area clean.

Non-Negotiables Examples (cont)

- Share team roles and responsibilities.
- Participate in team meetings and help solve team problems.
- Know how to read and fill out all production reports.

Risk Management & Accountability

- **Risk Management:** Limiting and/or removing the potential risks to our company by eliminating bad choices or actions.
- **Personal Accountability:** Holding yourself and those you lead to the highest standards of the company and behavior, knowing it's everyone's responsibility to add value to our mission.
- Part of every leader's role is to reduce the potential risks within a team, department, and the company by **holding workers accountable** to do what's right and practicing integrity within the workplace.

Harnessing Harmful Behavior

Harnessing is a skill we use under two conditions:

1. We are in a position of authority with the recipient.
2. The individual's behavior is out of line or harmful to themselves and/or others.

Harnessing Harmful Behavior (cont.)

Steps:

1. State directly and specifically what you see happening.
2. State the consequences and your concerns about what you see happening.
3. Invite and listen to comments.
4. If necessary, review your expectations regarding the behavior and/or provide needed information and training.
5. Ask for a commitment to improve the behavior.
6. Acknowledge and let the person know that you appreciate the commitment.

3 Big Ideas

1. We all have expectations.
2. High Performance Organizations have high expectations.
3. Empowering leaders raise the level of performance of those they lead by expecting and coaching towards the best.