

CALA Training Newsletter

Upcoming courses

The courses scheduled from May through June are listed below. Please note that courses may be added to the schedule upon demand.



Check <http://www.cala.ca/training> for the most up-to-date course list.

Classroom Courses

Date	Course	Location
May		
May 8-9	Root Cause Analysis (2 half days)	Virtual
May 15-16	Understanding ISO/IEC 17025 (2 days)	EDMONTON
May 17-18	Internal Auditor Course for ISO/IEC 17025 (2 days)	EDMONTON
May 16-17	Measurement Uncertainty (Analytical Chemistry)(2 half days)	Virtual
May 30-31	Introduction to Control Charts (2 half days)	Virtual
June		
Jun 6-7	Laboratory Internal Calibration (2 half days)	Virtual
Jun 15-16	Internal Auditor Course for ISO/IEC 17025 (2 days)	VANCOUVER
Jun 20-21	Advanced Concepts for Control Charts (2 half days)	Virtual
Jun 27	Preventive and Corrective Action (half day)	Virtual

For more information or to register go to: <http://www.cala.ca/training>

Courses are added based on demand. If you are looking for a course that is not listed here, contact us at training@cala.ca or 613-233-5300.

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Upcoming Webinars

DATE	WEBINAR
	All Webinars run at 1:00 ET
May 10	Re-energizing teams
May 24	Role of Laboratory Manager in the Accredited Laboratory
June 14	Coaching skills
June 28	How to audit management requirements

For more information, or to register, go to: <http://www.cala.ca/training>

Also check out our recorded webinars. There are over 80 recordings to choose from.

Leadership Corner – How to provide negative feedback that leads to change



No one likes to give feedback about negative performance. These conversations are even more difficult when the person does not implement the feedback and the leader needs to meet with them again. The goal of providing negative feedback is to communicate about behaviours and actions that are getting in the way of a person doing their job effectively, and to have that person change their behaviour. Often when feedback is provided, the message is not understood. There are steps you can take to provide effective feedback that leads to the required change.

Most employees want to know when they are not doing a good job, and they want to know what they can do to fix the issue. Unfortunately, negative feedback is often delivered in a manner that causes the employee to feel demotivated and uncertain about what changes need to be made.

When leaders deliver negative feedback they need to cover some essentials:

- Ensuring the employee understands the performance issue
- Coming up with a plan to make changes
- Getting the commitment from the employee to change
- If required, putting training, coaching or other supports in place to assist with the change
- Setting up a plan to follow up

Having a script to follow can set the stage for a productive discussion that can set the stage for the employee being successful in making the required changes. Your script needs to cover the following:

1. Open up the discussion in a respectful manner.

People need to be receptive to hearing feedback. A typical start to providing any type of feedback is to ask for permission. For example, "Can I talk to you about how you dealing with your co-workers?" If the issue is urgent, or non-negotiable, you may need to be more direct. However, you can still give some leeway on the timing. For example, "I need to talk with you today. Can we meet now, or would you prefer to talk later this morning?" This approach helps to establish some respect and gives the recipient some control.

Feedback needs to be as immediate as possible. Often leaders see issues and put off providing the feedback - either hoping the issue will resolve itself, or not understanding the true impact of the behaviour on other employees or on the clients. If you observe an issue, you need to address it as soon as possible. It is difficult to address problems and effect change if you are referring to an interaction between two co-workers that happened two weeks ago.

2. Describe the issue.

Share what you observed, or the concern that you have about performance. Be specific and clear. The employee needs to understand the specific behaviours they need to change in order to be successful.

3. Allow the employee a chance to respond.

You need to hear the employee's side of the issue. Sometimes there is a valid reason for the poor performance. For example, an employee starts falling behind on completing test reports. When you ask what is happening, they admit that they are having some recent personal issues and hadn't realized it was affecting how they were working. If no other action is required, you don't need to continue the conversation.

4. Ask the employee how they want to resolve the problem.

The best solutions happen when the person who needs to make the change has some say in how to accomplish the change. Start by outlining the expectations. Outline what behaviour or change do you need to see. Then ask the employee for ideas on how to make the change. If you do not think the suggestions will be effective, you can provide some specific suggestions on how to improve. You should be watching for skill gaps. If it is apparent that the poor performance is a result of a skill gap, then your plan for improvement will need to include some training or coaching.

5. Check for understanding and commitment.

Ask some open questions to check that the employee understands the issue. Then get the employee's commitment. You want to hear them specifically commit to either the steps they are going to take to improve their performance, or to get their commitment on how they are planning to address a similar situation in the future.

6. Plan for follow-up.

Set a specific time when you will check back with the employee on their progress.

7. Close by expressing your confidence in the employee.

Let the employee know that you believe they are able to make the changes and that you will support them in their efforts.

Following a script such as this keeps your feedback brief and focused on the issue at hand. It allows both parties to feel like they have been heard, and understood, and helps set your employees up for success.

After providing the feedback monitor the employee's progress. If the employee is not following through on their plan for change, you may need to intervene ahead of the planned follow up.

Finally, take note of the progress your employee is making and provide feedback when you have your follow up meeting.

Suggested reading: Hurt, K. and D. Dye. *Winning Well: A Manager's Guide to Getting Results - Without Losing Your Soul*. New York: American Management Association, 2016.

Spring surprise sale!

CALA Training has a large collection of recorded webinars on topics related to your quality system and on leadership and interpersonal skills.

We are celebrating the arrival of spring by giving you 30% off any recorded webinars purchased by May 5.

CALA Institutional Voting Members - Use the code "spring" followed by your laboratory number in the discount code field when you checkout. For example "spring1234"

Non-members - Use the code "spring" in the discount field when you checkout.

You can browse our collection of webinars at:

<https://cala-training.myshopify.com/collections/recorded-webinars>

Check out the filters on the left side of the page. These will help you look at webinars on topics of interest to you.

Terms and conditions

The discount applies to recorded webinars only. Laboratories may purchase up to 5 recorded webinars using the discount code. Recordings are available for viewing for 30 days.

Cannot be combined with other discounts. Offer ends May 5, 2017.

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