

PLANT MANAGER CANDIDATE ROLE PLAY EXERCISE

Delivering timely, constructive feedback is essential for the growth and development of your employees – celebrating their strengths and identifying areas of opportunity where improvements can be made. We want to understand how you will deliver feedback to others. To help us do this, we would like you to review the following information about an employee of yours who has been struggling to perform over the past month. You will have 30 minutes to review the information, and will then participate in a role play exercise, where your role will be to deliver feedback to the struggling employee. You are welcome to prepare any notes and discussion points as you deem appropriate for the role play.

SAMPLE EMPLOYEE PROFILE

STRENGTHS

- ✓ **Job Knowledge:** e.g., knows how to do job; possesses sound technical and operational skills; adheres to systems, workflows, and procedures; understands our products, processes, and workflows
- ✓ **Problem Solving:** e.g., leverages resources when determining how to solve a problem; uses prior experience and knowledge in developing solutions; applies solutions that worked in the past for similar problems to current problems
- ✓ **Results-Oriented:** e.g., monitors progress of projects toward results and completion; is accountable (and holds others accountable) for results; breaks work down into process steps and delegates appropriately

AREAS OF OPPORTUNITY

- ✓ **Communication:** e.g., does not communicate effectively with others; does not tailor communication approach to fit the individual or situation; does not follow up on information shared with others to see whether it was acted upon; does not communicate in ways that build stronger relationships
- ✓ **Relationship Building:** e.g., is closed-minded when it comes to the suggestions and ideas of others; does not take the time to get to know others personally; is focused too much on achieving results, while sacrificing work relationships
- ✓ **Resilience:** e.g., has difficulty recovering from setbacks; has difficulty adjusting to change and transition; has difficulty managing emotions and stress; has difficulty managing multiple demands; lacks mental toughness needed to deal with adversity

CRITICAL BEHAVIORAL INCIDENTS (PAST 30 DAYS)

- ✓ Yelled at a team member for making a mistake on a product
- ✓ Jeopardized a relationship with a long-time customer, telling the customer it was his fault that the product would be delayed
- ✓ Failed to make a new team member feel welcome
- ✓ Failed to communicate a new project to the rest of the team due to balancing too many demands
- ✓ Ordered too much of a product without consulting inventory, resulting in excess scrap

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| |
|---------------------|
| Additional Comments |
|---------------------|

Candidate Name _____

Rater _____

Date _____

| OVERALL RATING |
|--|
| <input type="radio"/> Strong Performance: Responses show candidate would have a meaningful impact on the performance of the employee moving forward |
| <input type="radio"/> Meets Expectations: Responses show candidate has the knowledge, skills, and competencies required to deliver feedback effectively |
| <input type="radio"/> Caution: Responses show a significant lack of the knowledge, skills, and competencies required to deliver feedback effectively |

| Behavioral Ratings | Unacceptable | Acceptable | Excellent |
|--|-------------------------|-------------------------|-------------------------|
| Composure: Remains calm and composed throughout the duration of delivering feedback | 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> |
| Delivery: Is effective in delivering feedback, balancing the discussion around both strengths and areas of opportunity | 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> |
| Appropriate: Delivers feedback that is appropriate, relevant, and warranted | 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> |
| Attitude: Is positive and optimistic in the delivery of feedback: e.g., does not belittle or berate the employee regarding his recent and ongoing performance | 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> |
| Other: | | | |

INSTRUCTIONS

Objective: Understand the candidate's ability to deliver feedback appropriately and effectively.

Prior to the role play exercise, the candidate received a behavioral profile of a current employee who has been struggling with his performance lately. S/he was asked to review the employee's profile and then prepare some discussion points to share with the employee. The candidate will be evaluated on his/her ability to deliver feedback appropriately and effectively. The candidate will then engage in a 10 minute role play exercise with the struggling employee.

Please use the rating form on the next page to evaluate the candidate's performance, using the Scored and Negative Responses. There is space provided for you to take notes as you observe the candidate in the role play exercise.

Following completion of the exercise, review your notes and evaluate the number of Scored and Negative Responses were indicated. Provide ratings on the candidate's behavior using the table above. Provide an overall rating for the candidate's performance using the table at the very top.

| Scored Responses (○ all that apply) | | Negative Responses (✓ all that apply) | |
|-------------------------------------|---|---------------------------------------|---|
| 0 | Zero scored responses | <input type="checkbox"/> | Focuses too heavily on either strengths or areas of opportunity |
| 1 | Addresses and celebrates employee's strengths | <input type="checkbox"/> | Does not address all of the critical incidents of performance |
| 1 | Addresses employee's areas of opportunity | <input type="checkbox"/> | Does not seek out or ask the employee for further information regarding the critical incidents |
| 1 | Spends time reviewing with the employee – in detail – each strength and area of opportunity | <input type="checkbox"/> | Is overly harsh in the delivery of feedback |
| 1 | Addresses each of the critical incidents – in detail – with the employee | <input type="checkbox"/> | Does not mention opportunities for the employee to take advantage of to improve his performance |
| 1 | Seeks out further information from the employee on each of the critical incidents to get his perspective on the situation | <input type="checkbox"/> | Does not coach the employee on how to improve his areas of opportunity |
| 1 | Gets straight to the point and issue with feedback delivered | <input type="checkbox"/> | Does not schedule follow-ups or regular check-ins to see how things are improving |
| 1 | Delivers feedback in a warm, positive manner | <input type="checkbox"/> | Other: |
| 1 | Coaches the employee on how to improve his areas of opportunity | | |
| 1 | Uses the critical incidents as learning opportunities for the employee to improve his performance | | |
| 1 | Schedules a follow-up meeting to discuss performance | | |
| 1 | Creates an action plan to support the employee moving forward | | |
| 1 | Sets clear expectations for performance moving forward | | |
| 1 | Other: | | |
| Point Summary _____ | | <input type="checkbox"/> | Potential Red Flag |

RATER NOTES