

## 1 UNDERSTANDING YOUR EMPLOYEES



- ✓ Know what's happening beyond the surface.
- ✓ People are struggling – don't assume they'll speak up.
- ✓ When you understand your people, you lead better, coach better, and retain better.
- ✓ Strong relationships are your earliest warning system.



**80%**  
of Canadians say they are struggling at work.



**20%**  
feel they are thriving.



**50%**  
of construction employees struggle at work.



**64%**  
of construction workers want their employers to do more for their mental health. As of Dec 2025

According to Statistics Canada

## 2 THE REALITY



**47%**  
of construction employees say they are burnt out.



**4-7%**  
of your employees are on, or should be on a PIP.

## 3 THE HR BELL CURVE



**LOW PERFORMERS**

**10%**

- Require close management
- Clear expectations
- Consistent accountability

**SOLID PERFORMERS**

**70%**

- Your core team
- Support & develop
- Recognize & motivate

**TOP PERFORMERS**

**20%**

- High impact
- Invest & retain
- Challenge & grow

## 4 BAD BEHAVIOUR IS A SYMPTOM, NOT THE PROBLEM

Before you react, decipher the root cause. Bad behaviour is a symptom of something deeper. Determine if it's a **SKILL**, **WILL**, or **WORKPLACE ISSUE**.



**SKILL**  
(They don't know better)

They lack the knowledge or ability to do the job to the standard expected.  
**What to look for:** Inconsistent results, asks a lot of questions, makes errors.  
**What to do:** Teach, train, show, and support.

**WILL**  
(They don't care)

They know what to do, but choose not to.  
**What to look for:** Makes excuses, avoids accountability, low effort.  
**What to do:** Hold accountable, set clear consequences, follow through.

**WORKPLACE ISSUE**  
(Burnout, conflict, poor leadership)

Something in the environment is getting in the way.  
**What to look for:** Changes in mood or behaviour, conflict, burnout signs.  
**What to do:** Ask questions, address the root issue, remove the barrier.

💡 You can't fix what you don't correctly identify. Diagnose first. Then lead.

## 5 DETERMINE THE ISSUE BY ASKING QUESTIONS



### MOTIVATION

Is there anything outside this task which is making it hard for you to do your job?

OR

What's getting in the way of you doing this?

→ These are about motivation.



### BURNOUT / ENVIRONMENT

How are things going with the team? I have noticed your focus and energy has changed, want to tell me what's going on?

OR

How's it going with the crew? You seem different lately, what's up?

→ These are about burnout, environment or workplace issues.



### KNOWING WHAT TO DO

Walk me through how you would normally do this.

OR

"Show me how you do this?"

→ These are about knowing what to do.

## 6 WHEN SOMEONE REPEATEDLY FAILS TO MEET EXPECTATIONS

### 1. COME TO JESUS



Stop hinting. Stop being vague or over polite. Clearly lay out what's not working, what needs to change and what will happen if nothing changes.

### 2. WHAT'S NOT WORKING



"We need to talk about what's been happening. You've been pushing back on direction and not following through on anything I am asking. This has become a pattern, and it's not acceptable."

### 3. WHAT NEEDS TO CHANGE



"Going forward, when direction is given, I need you to follow it. If you disagree, you can raise it—but you still need to execute."

### 4. WHAT WILL HAPPEN IF YOU DON'T FOLLOW THROUGH



"If this doesn't change immediately, we'll move into formal action, which can include disciplinary steps up to and including termination. I want you to succeed here, but it is up to you to turn this around."

Do you understand what I am asking and what needs to change?

✓ You can save up to 47% of employees from going on a PIP.



That's saving you 6-10 hrs over the course of 6 months per employee.

## 7 HR AND AI – USE IT WISELY



### USE AI TO:

- ✓ Tailor emails, messages
- ✓ Instead of Google
- ✓ Finesse their conversations
- ✓ Make themselves look smarter, better



### RECAP CONVERSATIONS

- Turn the accessibility function on your phone
- Open Chat GPT, Gemini, etc.
- Verbally tell Chat GPT the recap of your meeting
- Cut and paste and send to yourself an email



### ASK RIGHT QUESTIONS

- Explain how to train someone on proper site cleanup standards in simple steps
- An employee says the crew is disorganized and frustrated. Give me 3 possible causes and what I should do as a manager
- Write a short message reminding the crew about safety expectations after an incident

### DO NOT USE AI FOR:

- ✗ Performance reviews
- ✗ PIP's
- ✗ Any sort of performance management
- ✗ Legal or HR documentation



### LEGAL DOCUMENTS – REMEMBER

- ✓ AI can't be your source of truth
- ✓ You need defensible judgement, things you observed, what actually happened in real time
- ✓ Tone and wording matter, more than people think
- ✓ Consistency (previous documents, feedback, etc.)
- ✓ Accountability

🛡️ Smart tool. Not a substitute. Your judgement, conversations and consistency are what matter.



### QUESTIONS TO ASK AN EMPLOYEE

- ✓ Is there anything outside this task making it hard for you?
- ✓ What's getting in the way of you doing this?
- ✓ How are things going with the team?
- ✓ How's it going with the crew?
- ✓ Walk me through how you would normally do this.