



Manage Underperformance

Reasons for Underperformance

If the problem is
lack of
knowledge...

We need to
tell/educate the
other person.

If the problem is
lack of **skill...**

We need to **train**
them.

If the problem
is lack of '**will**' ...

We need to
motivate,
influence and
persuade them.

If the problem is lack
of **resources/poor**
processes...

We need to **solve**
a problem (or
escalate the issue
to the next level).

Find the root cause – don't make assumptions

Different causes require different actions

'Telling' won't always work – Be prepared to try a number of approaches

Be specific about what is unsatisfactory and what you want them to do differently.

Don't hint or generalise.



Structuring a Performance Improvement Conversation

Approach

- Introduce the issue that you want to raise, and gain agreement to discuss it now. Otherwise, arrange a mutually convenient time as soon as possible.
- Explain why the issue is important.

Situation

- Outline your understanding of the situation.
- Focus on what actually happened. What were the results? What did you see or hear?

Impact

- Describe the impact this had on you, others or the objective. Focus on FACTS.
- Ask for the other person's version of event and discuss.

Change

- Be clear about what the person should do differently in the future. Be specific.
- Draw up an action plan to make sure they can achieve the results desired.
- Set a review date.

Consequences

- Explain the benefits that will occur if the change is made.
- Explain the personal and company consequences if it isn't.

Draw up a Performance Improvement Plan

