



ADDRESSING POOR PERFORMANCE

Cor_2002_Addressing Poor Performance



Performance management makes up a significant part of every manager's job, and this means managers are required to deal with poor performance. Managers often view this as one of the less desirable responsibilities that come with their job because too often our

perception of managing poor performance is clouded by thoughts of tense, uncomfortable situations that may result in finger pointing, anger and denial.

If you believe that you have to put yourself and your employee through an awkward and stressful event to effectively confront poor performance, you should tear down that perception of the process and reimagine it. The simple fact is that managing poor employee performance should not be a huge event; it should be quick and relatively pain free, for both the manager and the employee, and something that's done incrementally at the first sign of a deviation in 'expected' behaviour. When poor performance goes unaddressed for long periods of time, as too often it does, it can become a major problem and manifest itself into a situation that can blow out of control.

Use these useful steps to manage poor performance:

STAGE 1: RECOGNISE THE POOR PERFORMANCE INDICATORS

Identify the issues

- 👉 What is the poor performance?
- 👉 What indication is suggesting that the employee is not delivering as expected?
- 👉 What other entities may be involved or related to the poor performance?

Address the problem with the employee

- 👉 Set up an initial meeting to gather information and generate discussions
- 👉 Explain the reasons why the employee's behaviour(s) or attitude is not constructive to the workplace.
- 👉 Inquire the employee's rational and explore whether any measures have been taken to deal with the issues
- 👉 Record the challenges the employee identified

! Remember to:

Target the issues not the employee

Use professional mannerism when addressing the problematic issues

Keep an official record of any meetings that took place, specifically for addressing the poor performance, to ensure transparency and fairness





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STAGE 2: MANAGEMENT

- ✎ Use the company's management manual for guidance or seek advice for appropriate procedures from the Human Resource department, so that any decisions made are coherent with the company's values.
- ✎ Inquire if other employees have experienced similar difficulties in the workplace, or if the challenge affected them in the past
- ✎ Make recommendations of how the issues could and should be handled
- ✎ Provide resources to the employees, such as professional training, skills reinforcement workshops and Employee Assistance Program
- ✎ Review the employee's performance after the initial meeting where recommendations for improvement are made

! Remember to:

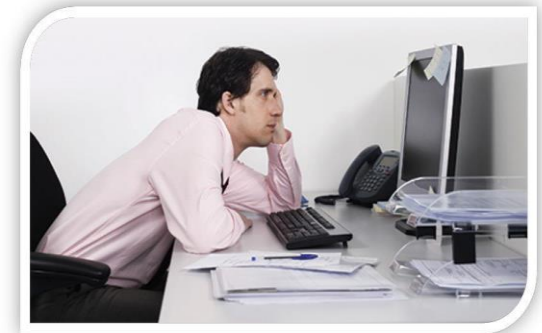
- ✎ Allow reasonable time for the employee to correct the unhelpful behaviours or adjust to a different working scheme, before entailing for any improvement to be shown
- ✎ Check in with the employee on a regular basis to assess the

effectiveness of the new adjustment

- ✎ Maintain communications with the team and do not overreact to particular employee(s) who are undergoing performance reviews.

STAGE 3: RESOLUTION

- ✎ Review the outcomes, to determine whether the recommended strategies and ideal improvement have been achieved
- ✎ Decide if the employee has overcome the challenge and hence reinstated the work performance to an optimal level, based on the progress the employee made
- ✎ Consult with Human Resource department if the outcome is not as suitable for agreed expectations or Employee Assistance Program for additional support.



For more support, please contact Pure Insights Manager Hotline on 1300 796 640 and speak with one of our practitioners.

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