

# Managing Performance Problems

## **Overview**

This course builds leaders' skills in handling chronic performance or work habit problems or serious misconduct. They learn how to document the problem and explain what the employee must do to address it. Leaders become skilled in discussing and imposing formal consequences while adhering to their organizations' policies and procedures.

## **Target Audience**

Frontline leaders through mid-level managers

## **Learning Objectives**

By the end of the workshop, participants will be able to:

- Provide people with performance problems with a clear understanding of what they must do to improve and the consequences of failing to do so.
- Take appropriate action, based on best practices, to effectively address ongoing performance and work habit problems or serious misconduct.
- Impose formal consequences, such as probation or suspension, with the confidence that the person has been fully heard and fairly treated.
- Minimize the impact of ongoing performance problems on the individual, work group, and organization.

## **Competencies**

- Coaching

## **Course Content**

- **Welcome to Your World:** In this simulation, learners review the personnel file of an employee with chronic performance problems and observe this person's interactions with his leader, teammates, and customers. They decide whether the situation warrants discussing formal consequences and discuss the importance of documenting performance and agreements when dealing with serious performance or work habit problems. Learners also discuss the challenges of shifting from coaching for improvement to imposing formal consequences.
- **Introducing Formal Consequences:** Learners watch a positive model of a leader discussing formal consequences. They explore issues leaders might face after introducing or imposing formal consequences. Learners then practice imposing formal consequences with a fellow participant in the role of the "problem employee."
- **A Fork in the Road:** Participants discuss the paths a person's performance can take after a performance problems discussion: continued decline, immediate improvement, or "mixed results." They watch a short video of a leader handling challenging situations when imposing formal consequences. Learners participate in two skill practice scenarios. In the first scenario, the employee's performance has continued to decline, and the leader must impose further formal consequences. In the second scenario, the employee has achieved "mixed results," showing improvement but still not meeting expectations in all areas.
- **HR Policies Practicum (Optional):** An HR representative or the facilitator provides an overview of the organization's policies and procedures related to managing

performance problems. Learners take this opportunity to ask any questions they may have.

### ***Who Needs to Take This Course?***

1. Are your leaders ill-prepared to conduct performance problem discussions?
2. Do they fail to gather and document the hard performance data they need?
3. Can your leaders defuse strong emotions when discussing performance problems?
4. Do employees understand why their performance doesn't meet expectations and what will happen if they don't improve?

### ***Format / Length of Course***

Format: Classroom

Length: 4 hours

### ***Cost***

\$60 per participant for materials

### ***Required***

Coaching & Feedback Track

### ***Prerequisites***

Feedback Essentials

### ***Related Workshops***

- Coaching for Improvement

### ***Pre-Work Required?***

None

### ***Manager Actions Required***

#### **Pre-Class:**

- Talk with your employee about strengths and developmental opportunities related to the competencies.
- Relate the information from the course to their job specific responsibilities.
- Ask the employee how they believe they will benefit from the workshop.

#### **Post-Class Support:**

- Have a discussion with the employee about their impression of the workshop.
- Help the employee identify situations where they can apply the course content.
- Give the employee feedback about how they are demonstrating the behaviors