

## HOW TO .....

# Improve productivity by managing performance

### Tips and Guides for Managers

Managing poor performance is often avoided by managers as they are concerned about confrontation and having a difficult conversation. If poor performance is tolerated, employees learn that it's ok to do less than their best or fall short of expectations.

If handled properly, there are positive benefits to having that conversation, such as improved awareness and performance of the individual, which ultimately is good for the team and for the business.

It's important when you address such issues that you focus on the performance problem and avoid judgements about the person.

#### Preparation

- Think about specific elements where the employee is falling short and be able to back up with examples
- Consider the impact the performance or behaviour is having on customers, team, quality, costs etc. to help make the point
- Consider using feedback models such as AID or the 4 box grid to provide structure to your feedback

#### Expectations

- What do you need them to do differently? Ensure that the employee knows what is expected of them, whether against job role, goals, targets or behaviours

#### Accountability

- It's important to show support, however the employee should be aware that it is their responsibility and they need to be accountable
- Gain buy in and agreement on improvements required

#### Review

- Set an action plan and a review date in order to monitor the situation
- If there is no improvement and you need to take action, this should be handled in line with your disciplinary policy

### How can we help? ....

- We provide advice, coaching and support and write letters
- Training on Managing Performance