

# Performance Problem Discussions

## OVERVIEW

Dealing with problem performers continues to be one of the most important issues facing managers and supervisors. Managers consistently report that problem performers (1) take up too much of their time and (2) are the most difficult situations they have to deal with. To be effective in these situations and have a chance of turning problem performance around, managers must feel confident and comfortable dealing with conflict, using confrontation skills, keeping control of performance discussions, and making timely interventions. The worst course of action a manager can take is to let problem performance continue, since the only result is unacceptable levels of tolerance for poor performance while the results and efforts of high performers are dishonored.

The Harrison Assessment<sup>™</sup> behavioral paradoxes that affect a manager's ability to coach for performance include:

- *Frank behaviors and Diplomatic behaviors: the ability to be straightforward, direct, to the point, and forthright while using tactfulness in appropriate situations.*
- *Assertive behaviors and Helpful behaviors: the tendency to put forward personal wants and needs while responding to others' needs and assisting or supporting others to achieve their goals.*
- *Enforcing behaviors and Warmth/Empathy behaviors: the ability to insist upon necessary rules being followed while expressing positive feelings and affinity toward others.*

Problem performance situations are often emotional and difficult for everyone involved. Without skill proficiency these situations are often avoided. With skill proficiency managers and supervisors can intervene in a timely fashion and have a greater chance of turning performance around while simultaneously keeping the relationship with the employee positive.

## GOAL



To provide managers and supervisors with the skill sets to coach effectively when faced with problem performers. This session will enable managers to keep problem performance discussions focused on the performance problem, keep control of the discussion, and require future focused performance commitments from the employee. Managers and supervisors will learn

a framework for handling problem performance interventions that will be reliable and replicable.

## BUSINESS RESULTS

- Positively confront problem performance in a timely manner.
- Maintain positive relationships between manager and employee in difficult situations.
- Improve the consistency in the accountability process.
- Improve performance expectation and goal clarity.
- Improve overall employee satisfaction and tenure.