

# MANAGING UNDERPERFORMANCE IN THE WORKPLACE CHEAT SHEET

## BEFORE YOUR CONVERSATION:

1. Assess each person's performance and plot them on the Star Chart
2. Decide if the person needs a critical 'reality' conversation or if you need to fire them
3. Determine to close the reality gap by taking action to overcome your fear

## 5 STEPS TO A SUCCESSFUL CONVERSATION WITH AN UNDERPERFORMER

### 1. Prepare for the conversation

- ✓
- ✓ Decide what your definition of success is when it's completed
- ✓ What are the specific themes you want to bring up?
- ✓ What are your response options based on how the conversation develops?

### 2. State the facts

- ✓ Lay out the facts as you see them
- ✓ Be objective and unemotional
- ✓ Be humble, honest, don't assume they have bad motives
- ✓ Ask if you're right or wrong

### 3. Talk about the themes you see

- ✓ Identify the patterns that you see in their behaviour
- ✓ Disrespect, lack of engagement, attitude or productivity issues?

### 4. Ask for their perspective

- ✓ Listen carefully to understand
- ✓ Briefly summarize their comments so that they feel heard

### 5. Agree on next steps

- ✓ Be clear on what the steps are
- ✓ Agree on what the consequences will be if the next steps are ignored

### 6. Agree on the follow-up

- ✓ Daily, weekly, mix or structured and unstructured

## WATCH FOR THREE POSSIBLE RESPONSES

**Maturity** - Hear feedback, own and adjust behaviour

**Immaturity** - Blame someone or something else

**Revenge** - Chose to hurt the company rather than accept feedback

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