

# Identifying and Addressing Performance Concerns

# Objectives

1. Identify indicators of potential performance concerns
2. Discuss strategies for providing effective feedback
3. Review possible barriers
4. Identify resources

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Identify indicators of potential performance concerns

What are some work  
performance issues you face?

# Indicators of potential performance concerns

Work quality

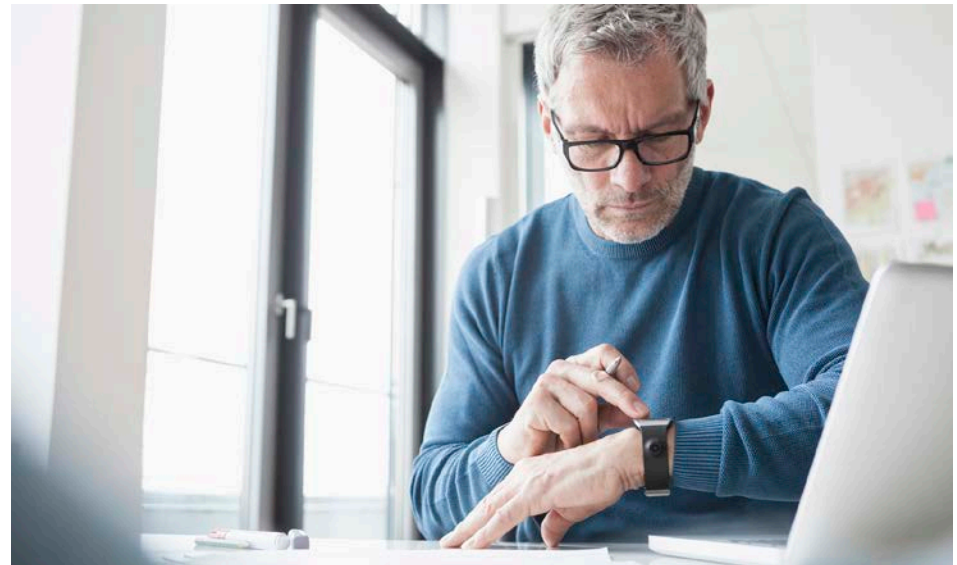
Attendance and punctuality

Time management

Behavior

- Interpersonal relationships
- Physical behavior

Resistance to change



# Scenario

Mary, a long-term employee of ten (10) years, hurries into work. She sometimes pushes coworkers aside in her rush to get to her desk. She is frequently late for her designated shift. Her workspace is in disarray, and over the last few months she has failed to meet several important deadlines. As she ran in today she spilled coffee on her keyboard, damaging company equipment.

- What are the performance concerns in this scenario?
- Which behaviors (interpersonal/physical) is Mary exhibiting?

Discuss strategies for providing effective feedback

# Five steps to constructive consultation

1. Acknowledge
2. Address
3. Seek Employee Input
4. Support
5. Follow-up





# Acknowledge

- Begin with something positive
- Acknowledge past and present good performance
- Emphasize the employee's value to the organization

“Recognition for performance is a powerful motivator. Most people want to obtain more recognition, so recognition fosters more of the appreciated actions.”

*-Susan M. Heathfield*

# Step 1: 'Acknowledge' with Mary

How would you begin your conversation with Mary using the first of the five steps . . . **Acknowledge?**



## Step 2: 'Address' with Mary

What might you do or say next to **'Address'** Mary's behaviors?



# Address

- Emphasize the problem that needs to be corrected
- Provide specific examples, dates, times and situations
- Share facts and reference specific documentation

# Address (continued)

- Focus on the job performance
- Emphasize your confidence in the employee's ability to address issue
- Set up an action plan with reasonable time frames

## Address (continued)

- Emphasize the employee's responsibility to resolve the performance issue
- Discuss consequences should performance issues persist

# Seek employee input

- Behavior
- Productivity
- Needed changes
- Time frame





## Step 3: 'Seek input' with Mary

How might you **'Seek input'** from Mary in addressing her behaviors?



# Support

- Recommend the Employee Assistance Program (EAP)
- Explain the purpose and confidentiality of the EAP
- Offer assistance to the employee in making contact

# Follow-up

- Keep all aspects of the conversation between you and the employee private
- Continue to monitor and document work performance. Be specific in noting:
  - Improvements
  - Declines
- Make yourself available for guidance or to discuss employee concerns

## Follow up (continued)

- Support and reinforce positive behavior
- Follow through with normal disciplinary procedures

Review possible barriers

# Possible barriers

- Crying or emotional breakdowns
- Rationalizations
- Angry outbursts
- Threats

# Crying or emotional Breakdowns

- Be supportive
- Stay focused on the performance or behavior issues
- Refer personal issues to the EAP



# Rationalizations

- Focus on work performance
- Avoid distractions or excuses





# Angry outbursts

- Do not react
- Focus on job performance
- Reschedule meeting if anger escalates
- Notify Security and Human Resources of threats



# Threats

- Remind the employee of your responsibility to uphold company policy
- Assure the employee you will seek a solution that will help the employee and company
- Notify Security, Human Resources and your legal department, and involve these departments in future meetings



Identify resources

## Internal resources:

- Human Resources Department (HR)
- Legal Department
- Security



# External resources

- Employee Assistance Program – Workplace Support
  - Consultation
  - Risk assessment
- Types of EAP Referrals
  - Self/informal
  - Formal
  - Mandatory



Two months later . . .

Mary is consistently getting to work on time. She has met every deadline within the 60-day period.

**What will you do?**



# Summary

Identified indicators of potential performance concerns

Discussed strategies for providing effective feedback

Reviewed possible barriers

Identified resources

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# Your Employee Assistance Program

**Call toll-free or visit us on the web**

**24 hours a day/7 days a week**

**Thank you!**

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