Job Performance Problems
Assessing & Addressing
You Make Me Crazy
Session Overview

- Establishing expectations
- Assessing job performance
- Identifying marginal employees
- Planning for difficult conversations
- Putting it in writing
- Disciplinary conferences
Establishing Expectations

- **Direct communication**
  - Job descriptions
  - Written expectations
  - Office publications
  - Training, meetings, reward systems

- **Indirect communication**
  - Internal reports
  - Feedback from training
  - Evaluations from customers
  - Development of policies & procedures
Assessing Unsatisfactory Performance

- What is the actual behavior
- Is it a consistent behavior
- Is the employee aware that it is unsatisfactory
- Do they have the necessary skills/training
- Are there rewards for nonperformance
- Could they meet expectations if they so choose?
Marginal Employees

- **Undeveloped Employee**
  - Hired with known skill and/or cognitive deficits.

- **Unable Employee**
  - Does not have the ability to acquire the skills necessary to meet job expectations.

- **Unmotivated Employee**
  - Has shown the ability but is not currently meeting job expectations.

- **Marginal Employee**
  - Through lack of ability or a combination of skill deficit and lack of motivation, functions consistently at the edge of acceptable performance.
Difficult Conversations

The three conversations

- What happened
  - Disagreement over what happened, who is to blame.

- Feelings Conversation
  - My feeling, your feeling. Are they valid, appropriate?

- Identity
  - What this means to you. Competency, self-image, etc.
Difficult Conversations

Checklist

- Three conversations
- Raise the issue?
- A third story – the difference
- Reframe the differences in the stories
- Invent options
- Look to keep communication open
Putting it in Writing

- Be specific
- Explain the violation
- Focus your concern
- Respond promptly
- Don’t warn or praise in violation