

Managing poor performers

Ignoring poor performance is the worst outcome

Managing poor performers is not an enjoyable task as a manager. However, **it is an essential task so don't put it off.**

It is de-motivating for those team members that **are** delivering to see poor performers not being managed appropriately and even worse, being rewarded on par with themselves.

Turning poor performers into good performers:

For the business, the best result is to turn a poor performer into a good performer. This saves recruitment time & costs, and removes the productivity gap when training up new staff.

The individual's desire to improve is critical. Lack of skills and support can be rectified with appropriate training and mentoring and a genuine management desire to improve performance. Spend time with the person to really understand the issues and needs.

Unable to improve performance

A formal process is needed such as a documented Person Improvement Plan. The PIP needs to include areas of concerns, measurement metrics and milestones. Involve HR to ensure that the process is fair but formal. Support and coaching is needed throughout. Document formal review meetings during the process. Whatever the outcome, everyone needs to see the process as fair and honest.

Your management style:

There are lots of reasons for poor performance and it is important as a manager to investigate why before taking action. The more common reasons include:

- Self motivation issues
- Lack of skills
- Lack of support
- Problems with manager

Each of the above needs a slightly different response and management style to get best results.

Changing Role options

If the individual's skills do not match the job, consider moving them to another role that is more suited to them. (if available). This can be a cost effective solution if performance improves as a result. Do **not** use this to shift the problem elsewhere within the company.

If the manager is the problem, then moving the line manager or the individual is an option.

