

## Workbook Session 5

# Managing Performance

### *Monitoring Performance*

When to hold performance discussions?

What impacts performance?

# Regular reviews

## Considerations

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Why

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Time

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Buy in

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Schedule

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Preparation

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Connection

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## 3 Core questions

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**1.**

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**2.**

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**3.**

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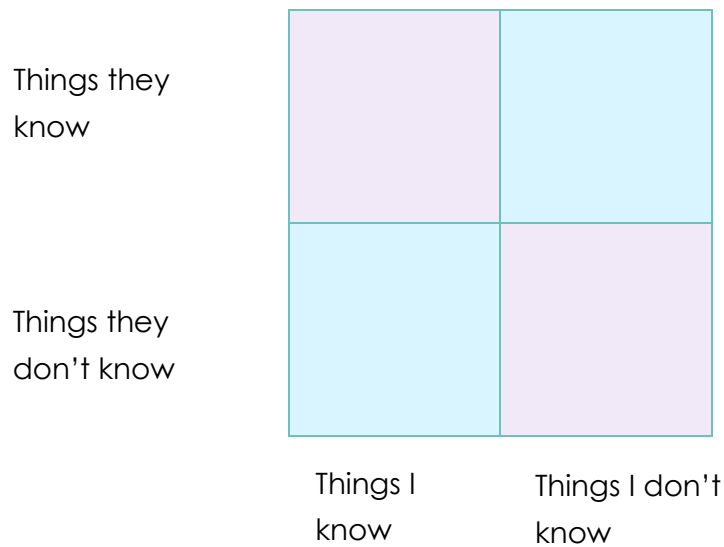
Follow up question

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# Giving Effective Feedback

Why give feedback?

Johari's Window



Structuring your feedback

**A**

**I**

**D**

Timing and Planning

Your approach

# *I can't do that*

When you ask someone to do something and they tell you they can't, what do they really mean? Possible reasons why

**1.**

**2.**

**3.**

**4.**

**5.**

**6.**

# *I didn't have time!*

Possible reasons why

**1.**

**2.**

**3.**

**4.**

**5.**

**6.**

# Dealing with poor performance

Your goal

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Why performance drops

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Task

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Person

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## The Skill Will Matrix

High Skill	'The problem child'	'The Star Performer'
Low Skill	'The under-achiever'	'The Apprentice'
	Low Will	High Will

## Structure

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**E**

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## 7 Pitfalls

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Note: Keep dealing with poor performance separate from 6/12 months appraisals. An appraisal should be an opportunity to review the bigger picture and set goals for the future. Combining it with discussions on poor performance distracts from this.

It's also tempting to delay a discussion on poor performance until the appraisal due date, rather than dealing with it **straight away**.

# Listening

Active listening



Listening to the answers

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

# Actions & Learning from Today

What did I learn

**1.**

**2.**

**3.**

What will I action

By When

**1.**

**2.**

**3.**