

Managing Underperforming Program Members



Mary Schneider

About RJ Wronski Associates

GLOBAL EXPERIENCE & DELIVERY

- 6 Continents
- 38 Countries
- 37 States

LASTING PARTNERSHIPS

- Average tenure with Top 15 Leadership Programs: 13 Years

DEPTH & BREADTH OF CAPABILITIES

- Leadership Development spanning the entire succession pipeline.
- Deliver more than 1,000 training days annually.

AWARDS & RECOGNITION

- Brandon Hall Gold - 2013
- Brandon Hall Silver – 2015
- TrainingIndustry.com Leadership Companies to Watch List - 2013, 2014, 2015, 2016, 2017, 2018, 2019

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Mary Schneider



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Experience:

- 35+ years experience designing and delivering training across diverse industries

Certifications & Education

- GE Six Sigma Trained & Certified
- DiSC Personality Profiles; Authorized DiSC Partner
- Change Acceleration Coach
- MBA, Western New England University
- Bachelor of Business Management

Process Facilitation

- Leadership Workshops
- Team Building Events
- Conflict Resolution
- Performance Coaching

Activity



Objectives

- Performance Management – Let's get grounded
- Avoiding issues: Musts for managing day-to-day employee performance
- Performance = Ability x Motivation
- The impact of Assignment Leaders
- When training and coaching have failed; PIPs
- Closing the PIP – thumbs up, thumbs down, more time needed
- Removing the Program Member in the right way
- Terminating with speed and class
- Managing the fallout
- Personal Action Plan

Why is this an important topic?

Performance Management

- What is performance management?
- Why is a good performance management system/process essential for LDP?
 - What is your experience with performance management?
 - What elements does it include?
 - Do you have a best practice to share?



<http://thedelfigroup.com/wp-content/uploads/2017/02/web.jpg>

Managing day-to-day LDP performance

Some “musts” to consider ...

1. Set clear expectations upfront ... start during recruiting
2. Establish goals
3. AL/LDP meetings – 30 mins project; 30 mins behavioral feedback
4. Empower LDPs
5. Solicit LDP feedback
6. Measure performance



https://encrypted-tbn0.gstatic.com/images?q=tbn:ANd9GcQeoyYQ2mZN_VWhbuDTU7HZkpuXTw2JkiDHA-FETiwwx6FSBQg

Performance = Ability x Motivation

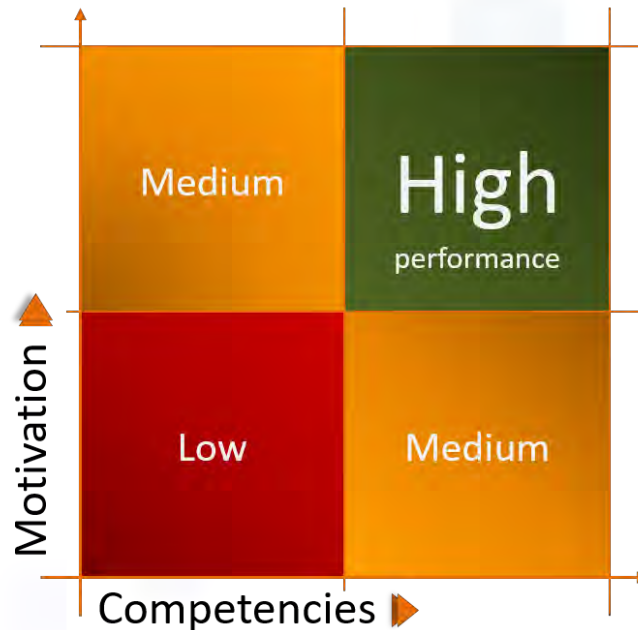
“For every hundred men hacking away at the branches of a diseased tree, only one will stop to inspect the roots.”

~Chinese proverb

Performance = Ability x Motivation

What does it mean?

- Ability: LDP's aptitude, as well as training/resources supplied
- Motivation: product of desire and commitment



https://motivationfactor.com/wp-content/uploads/2018/02/Motivation_Competencies.png

Performance = Ability x Motivation

How can you enhance ability?

- Resupply
- Retrain



Performance = Ability x Motivation

How can you enhance motivation?

- Key interventions to create a motivating environment
 - Setting performance goals
 - Providing feedback assistance
 - GROW model
 - Providing actionable feedback



<https://www.youtestme.com/wp-content/uploads/2016/11/employee-training-1030x687.jpg>

Assignment Leader

- What is the role of the AL and their impact on the situation?
- What happens when an AL's assessment doesn't match other data points?



<https://i1.wp.com/education.healthcaresource.com/wp-content/uploads/2014/02/question.jpg?zoom=2.625&w=325>

Performance Improvement Plan (PIP)

When training & coaching have failed; moving to a PIP

- Performance Improvement Plan (PIP)
 - Designed to facilitate constructive discussion & accountability
 - What is your experience with using PIPs?
 - What elements does your PIP include?
 - Do you have a best practice to share?

Performance Improvement Plan (PIP)

When PIP period has expired

- Closing the PIP
 - When the associate was successful
 - When they were *marginally* successful
 - When they were not successful



<https://www.wikihow.com/images/f/b8/Develop-a-Performance-Improvement-Plan-Step-13.jpg>

What holds us back from taking action?

Activity

- What holds us back?
 - Brainstorm ideas
 - Review
 - Discuss

The decision to remove

Preparing to deal with

- The stress of the events
- Group concerns
- Taking the step – clarifying, documenting

The right way to fire someone

Let's discuss

- The need for a compelling business case
- Share examples
- A consistent approach

Terminating with speed and class

When it's immediate for cause

- Make sure situations are listed in your program/company handbook
 - Threatens violence or commits a violent act
 - Brings a weapon to work
 - Views porn on work assets or on company time
 - Steals company property
 - Violates a policy
- Share examples
- Facilitate discussion with experiences in the room

Terminating with speed and class

When it's termination due to non-performance

- Ensure documentation is in order
- You've coordinated with HR (and Legal)
- Don't drag your feet
- Facilitate discussion with experiences in the room

Terminating with speed and class

Preparing for the difficult conversation

- Be thoughtful about the day you choose
- Help them save face – timing, location
- Work with HR/Legal beforehand; work with IT/Facilities afterwards
- Who needs to be present?
- Protecting company information and systems

Terminating with speed and class

Leading the difficult discussion

1. Get right to the point, be decisive – tell them they're being fired
2. Tell them why they're being fired, but don't go into nitty-gritty
3. Cover important information including:
 - Final paycheck
 - Severance package
 - Benefits
 - Unused vacation time
 - Outplacement
 - Explanations to coworkers
 - Ongoing projects
 - Continuing obligations
 - Unemployment
 - Handling references
 - Termination letter
4. End it graciously

Terminating with speed and class

Leading the difficult discussion

- Make sure everyone is on time (Have AL/HR arrive early)
- Be upfront, be clear, be concise
- *Script* your conversation

Activity

- Individually prepare your script
- Pair, discuss drafts
- Discuss as a group

Let's brainstorm areas of concern ... the "fallout"

- Brainstorm in teams
- Share as group
- Flipchart
- Review

Managing fallout – internal

Managing the fallout – *inside the program*

- Communicating decision to other participants
- Managing expectations
- Managing morale

Managing the fallout – *with stakeholders*

- Managing perceptions of assignment leaders
- Managing internal brand of programs
- Managing discussions with champions

Activity

- Work in triads to discuss and craft messaging
- Discuss messages and learnings with group

Communicating to the team

Keep it short and matter of fact


- Let them know “so and so” “isn’t with us anymore” or “has left the company”
- Focus on how their workload will be handled
- Respect the privacy of the program member who was fired
- Don’t get into details of whether it was voluntary or the reasons for it

Impact to recruiting and social media

- Will your recruiting brand suffer?
- What's the impact of speed of social media?
- How do you respond to negative online reviews?


Activity

- Group discussion



**The true measure of the value of
any business leader and manager
is performance.**

Brian Tracy

 BrainyQuote



Elevator speech, walk out comments



Program leadership

“You measure your people and you take action on those that don't measure up.”

Personal Action Plan

Creating your individual action plan

- What are your key take-aways from today?
- Which take-aways apply to your situation?
- On what topics would you like to learn more?
- Share, discuss



<https://www.abbl.lu/content/uploads/2018/10/Growth-300x200.jpg>