



How to deal with poor performance

Dealing with poor performance can be a challenge for even the most experienced managers, writes **Keith McCarthy**



When delivering management training programmes, I often find that many managers like their job but dislike elements of managing people, particularly poor performance. They are generally open to embracing new ideas but present reluctance at being shown how to manage performance. “But what if...? I couldn’t say that! I have to work with the person afterwards!” In an era where scarce resources are even more valued, getting the maximum out of all team members is a priority.

Dealing with poor performance can be a challenge for even the most experienced managers. Discipline is an option, but should be the last option, depending on the situation. An informal mechanism should be tried in the first instance. Through this mechanism we aim to seek

acceptance from the individual that there is an issue and then a commitment through an action plan to address it. This is the employee side of the performance contract (see graphic below). For managers the focus is on behaviours, impact and consequences. The push is then towards an action plan for improvement and follow-up.

We use a coaching framework

Manager	➔	Employee
<input type="checkbox"/> Behaviour		<input type="checkbox"/> Acceptance
<input type="checkbox"/> Gap on expectations		<input type="checkbox"/> Commitment
<input type="checkbox"/> Impact of gap		<input type="checkbox"/> Action Plan
<input type="checkbox"/> Consequences		
<input type="checkbox"/> Acceptance		
<input type="checkbox"/> Options		
<input type="checkbox"/> Actions		
<input type="checkbox"/> Follow-up		

based on this performance contract throughout many of the HMI programmes. It helps managers deal with performance in a constructive and positive way. During the programmes managers are given the opportunity to practise in a safe environment and to discuss challenges they are facing with their own staff.

Giving poor performance the cold shoulder is no longer an option. As we do this, we inevitably reward poor performance and punish good performance. This leads to resentment by performing staff that feel frustrated at the reluctance of someone to address the poor performance. Lets begin helping managers to help themselves, give them the tools! **HM**

KEITH MCCARTHY
Management Consultant
shrc limited

The programs available from HMI

Attendance Management 1 day

This highly effective course is designed to give participants a clear understanding of how to handle absenteeism problems with staff. They will develop the necessary knowledge and skills to deal with problems fairly and within the law.

Competency based Interviewing 1 day

This practical programme gives interviewers the knowledge and skills to develop their interviewing style using the competency based interviewing approach.

Employment Law Practice for Health Service Managers 1 day

This practically-oriented course provides Health Service managers with a good working knowledge of employment law.

Empowering Voice 1 day

Media skills training for staff who may occasionally have to deal directly with journalists, write press statements or deliver key messages for the organisation.

Manager as Coach 1 day

Participants will develop a positive approach to managing staff performance and dealing with employee problems.

Management Skills 2 day

This management programme is for managers who are relatively new to their role, or who have had little formal training, and feel they could benefit from a comprehensive overview of the core management philosophies and skills.

Management Skills Programme: Healthcare Records (2 day)

This management programme is for new Medical Records managers who require a

comprehensive overview of the core management practices and record management fundamentals.

Healthcare Record Skills (2 days)

This programme is for staff who work with medical records and who require specific skills to ensure understanding and adherence to established processes and procedures.

Healthcare Record Workshops (90-180 mins)

This workshop is for staff (medical and non-medical) who are involved in maintaining or using medical records during the course of their daily work.

For course enquiries or to discuss any aspect or further training needs please contact Ann on (01) 2974070.