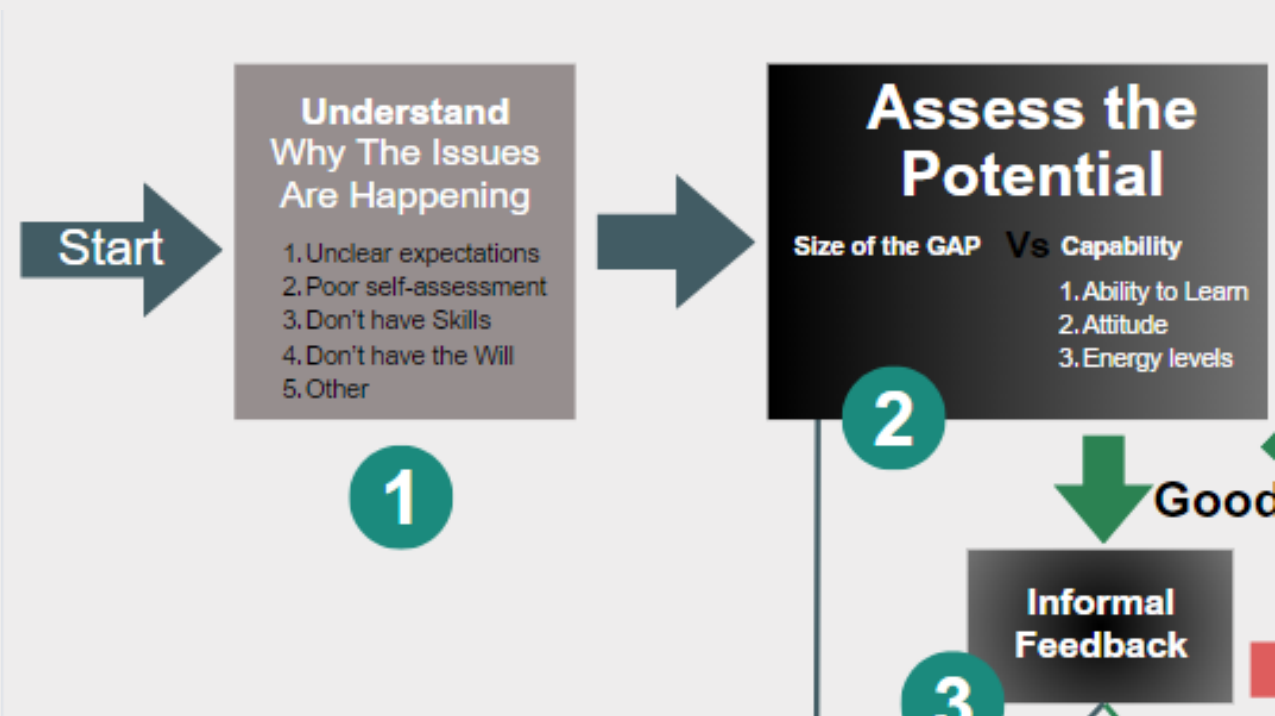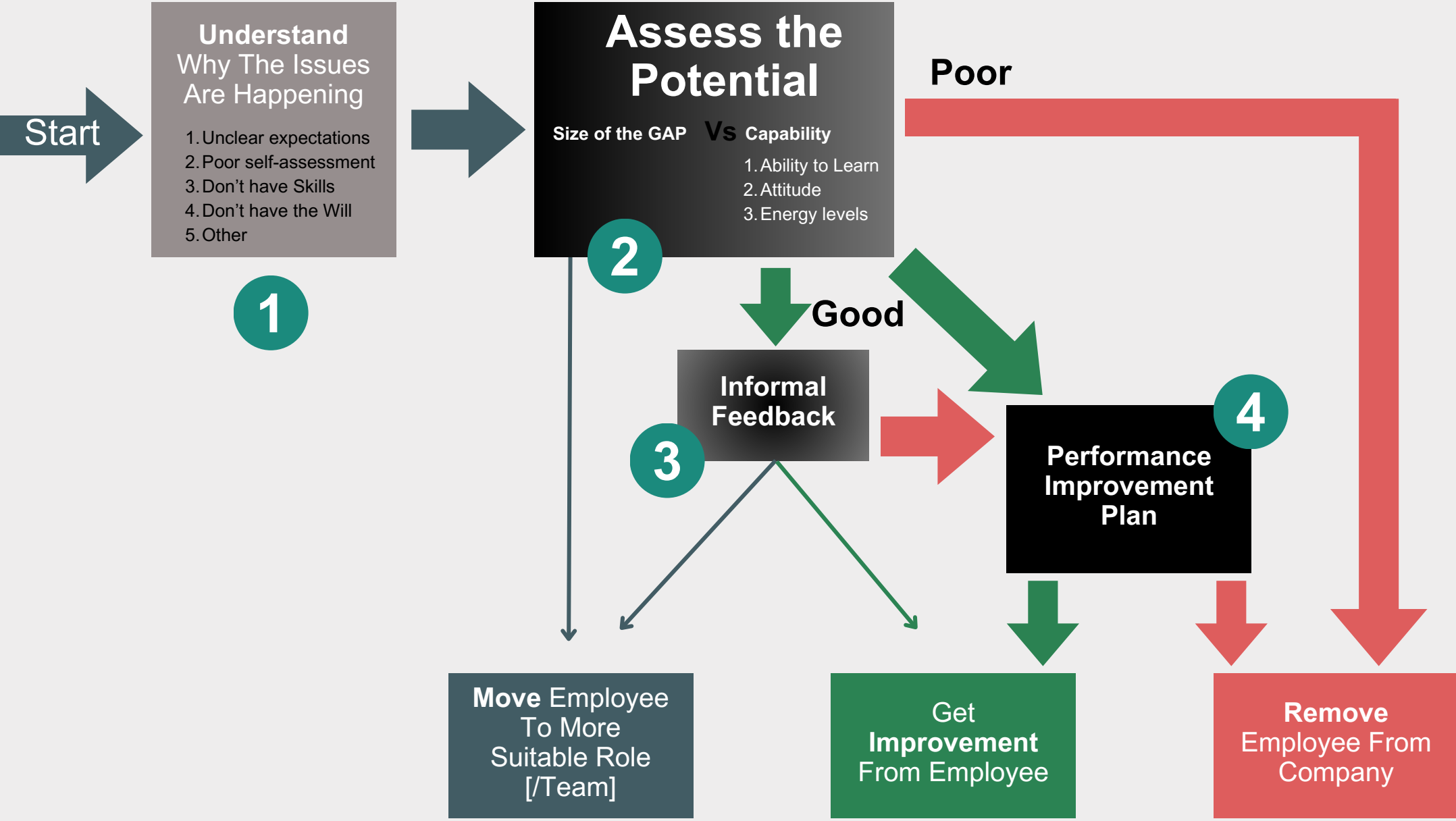# enhance
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Improve or Remove

What Action To Take?

**Every time you have People Issues in your team,
use this simple process to take the right action**

- Use your precious time & energy to create the biggest improvement for the team
- Use practical criteria at each decision point for best results
- Outcomes you need are: Move, Improve or Remove

Start

**Understand
Why The Issues
Are Happening**

1. Unclear expectations
2. Poor self-assessment
3. Don't have Skills
4. Don't have the Will
5. Other

1

**Assess the
Potential**

Size of the GAP **Vs** Capability

1. Ability to Learn
2. Attitude
3. Energy levels

2

Good

**Informal
Feedback**

3

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Performance Improvement Plan

4

Move Employee To More Suitable Role [/Team]

Get **Improvement** From Employee

Remove Employee From Company

Understand
Why The Issues
Are Happening

1. Unclear expectations
2. Poor self-assessment
3. Don't have Skills
4. Don't have the Will
5. Other

Make the time to understand why the problems are happening. The more you know about why the people problems are occurring, the more likely you will be able to find a resolution.

1. Directly ask the problem person (diplomatically and considerately)
2. Ask their colleagues and friends (carefully)
3. Try to spot any conflicts arising through conflicting objectives, responsibilities and organisational structures
4. Any other reasonable and honest way to understand why the issues are happening

It can be a little daunting to ask directly what the issues are. Always position your questions as trying to find ways to help them. I nearly always find that asking and looking to understand produces a positive outcome for both you and them. Ask.

Assess the Potential

Size of the GAP **Vs** **Capability**

1. Ability to Learn
2. Attitude
3. Energy levels

There is little point in investing a ton of time to try to help a person who has zero interest in improving. At the opposite end of the scale, it would be criminal (as a manager) not to try to help a person that wants to improve and get better.

Size of the GAP

This is the GAP between their current behaviour / performance / capability and the levels needed to do their job at least as well as the average person in the team.

The bigger the GAP, the less attractive investing your time in the person is and vice versa. Be as realistic as possible.

Your job as a manager is to get the best performance you can from your team. You don't have to like everyone on the team on a personal level to do this, but you do need to professionally admire and appreciate their abilities and talents.

Three important factors

Three other factors massively impact the speed at which a person can improve. The quicker then will improve, the more benefit you and the team will get from investing your time to help them improve.

The three factors: Their
1. Attitude
2. Ability to Learn
3. Energy levels

The lower or poorer each of these are, the less sensible it is to invest your time. The most important factor is attitude. A person will only learn and improve when they want to. If the will (or right attitude) is missing, don't invest your time.

Some of the most impressive improvements in team members I have seen have come from people that I didn't expect to do well. I kept an open mind, and they impressed me.

I suggest you keep an open mind as long as possible.

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Informal Feedback

I always provide informal feedback, even if I think the chances of improvement are near zero. The reasons I give direct honest feedback (diplomatically and considerately) are:

1. **Fairness** – so the other person has an opportunity to improve

2. **A test** – when a person receives good practical feedback, what attitude do they display verbally and through their actions during and after receiving the feedback?

3. **Speed** – the quicker they know, understand and accept that there is a problem, the quicker they might improve

Always provide feedback to improve what the other person does. Results and outcomes matter as does HOW they create the results. Never provide feedback to put down or exert power over a team member.

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Performance Improvement Plan

There are many different ways to use a perform improvement plan (or PIP):

1. With a high performer to realise more of their potential
2. With a poor performer to get them up to at least the average of the team
3. With a person who is behaving poorly, disrupting the team etc, so they stop causing problems etc

i.e. a PIP should always be about trying to improve the individual on the plan and realise more of their potential.

During the PIP always address the 4 main reasons for underperformance and people issues:

1. Expectations - Don't know exactly what is expected of them
2. Feedback – they don't realise or believe they are causing problems or underperforming vs their peers
3. Missing the HOW – they don't have the right level of skills or knowledge or they are using a poor approach
4. Will – they don't want to improve

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Performance Improvement Plan

If there is little chance they will improve, then why waste the time and effort of trying to help them. It would be better for everyone to move them into a different role or move them out of the company.

From my experience, 90%+ of individuals want to improve and do well and jump at the chance and accept the help offered and try hard to improve.

Always
1.understand the problems,
2.undertake a good assessment of their potential and
3.have an informal conversation
before putting a team member on a PIP or start the process to remove them from the business.