

Tips for Supervisors:

Troubleshooting to solve low performance problems.

When a supervisor becomes aware of a performance problem that either one or more employees is having, there's some detective work to do before the "solution" can be found. With busy schedules and multiple priorities, it may be helpful to keep this short list of questions handy:

1. What results do you expect?
2. What results are you getting now?
3. What is the difference?
4. How serious is the impact?
5. What are the reasons for the difference?

In many cases, question 5 must be fully understood, and may have a complex answer.

However, most low performance problems can be categorized into three major causes: **Doesn't KNOW, CAN'T Do, or WON'T Do**

Here are some suggested actions for each type of problem:

Doesn't KNOW

- give information, feedback
- give standards
- show methods

CAN'T Do

- give practice
- give coaching
- revise job or reassign employee
- has this changed recently, temporarily?
- is something or someone else interfering?

WON'T Do

- discuss cause with employee, if attitude, what is bothering him/her?
- is employee afraid to admit what he/she does not KNOW?
- does the system reward or punish performance appropriately?
- ask employee to generate suggested remedies