

Managing Marginal Performers



Overview:

In any work place, identifying and eliminating the marginal performer is essential for an effective and productive organizational team. Marginal performers not only negatively impact their own productivity, but often undermine the structure and morale of an entire work area.

Organizations sometimes unwittingly encourage sub-performance in their employees. This training will provide you with the diagnostic tools to help you identify and correct this negative modeling if it exists. The psychological meaning of work--how, why, and where sub-performance begins-- will be explained.

Learn:

You will learn how to spot marginal performers and options available for dealing with this behavior. We will provide you with a coaching checklist to use for supervising the sub-performer. You will begin to understand the dynamics of sub-performance and its impact on the entire organization. After this program, you will have the tools to retrain salvageable individuals and transform them into productive contributors.

Objectives:

- ❖ Learn how to spot the sub-performers and learn the tactics available to you for dealing with them, from prevention to counseling.
- ❖ Understand the psychological meaning of work and how, why, and where sub-performance begins.
- ❖ Understand the dynamics of sub-performance and its organizational impact.
- ❖ Acquire and use the diagnostic tools necessary to identify and correct negative modeling that exists within your organization.
- ❖ Analyze employee performance while understanding both the management and employee expectations.
- ❖ Use the coaching checklist to maintain involvement, enthusiasm, and motivation.
- ❖ Improve communication skills by learning the art of active listening and positive confrontation.
- ❖ Practice strategies for employee work improvement discussion, goal setting, peer support, and rewards.
- ❖ Learn to use the last resort for serious offenses that require discipline.
- ❖ Translate what you learn into action.

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Outline:

Introduction

- A. Measuring Performance
 - 1. Analyzing the work environment
 - a. the demonstration process
 - 2. Management vs. employee expectations
- B. The Psychological Meaning Of Work

Identifying Marginal Performers

- A. Detecting Symptoms: How And When It All Starts
 - 1. Types of indications, motives, continuity, and severity
 - a. the documentation process

An Ounce Of Prevention

- A. Early Warning Signs - What To Look For
 - 1. Resumes, interviews, non-verbals, and references
- B. Pre-Counseling Steps
 - 1. Inspiring positive thinking, team reliance, and enthusiasm from the start
 - 2. Motivating and coaching as an on-going process

Counseling The Marginal Performer

- A. Keeping Employees Involved -- Therapeutic Approach
 - 1. The coaching checklist
- B. Self-Analysis And Self-Suggestion
 - 1. Self-discovery is more likely to produce change
 - a. the employee's conclusion vs. the manager's conclusion
- C. Communication -- The Art Of Active Listening
 - 1. Setting the atmosphere
 - 2. Tapping into an employee's potential
 - a. asking questions
 - 3. Silence may be an effective tool
 - 4. Rewording and rephrasing
- D. Supportive Confrontation
 - 1. Maintaining and/or expanding manager employee relationship

Supervision And Development

- A. Strategies For Conducting Work Improvement Conversations
- B. Establishing Performance Goals, Setting Measurable Objectives With Time
- C. Motivation And The Pygmalion Effects On Performance
- D. Job Rotation, Peer Support, Benefits, And Rewards

The Last Resort

- A. Obtaining Compliance With Established Roles Of Conduct
- B. Development Or Discipline?
 - 1. Determining seriousness of offense
 - 2. Obtaining all necessary information
- C. The Options:
 - 1. Progressive discipline -- correction vs. punishment
- D. Follow-Ups Require Careful "Handling"

Action Plans And Summary