

# Performance Management – Five Vital Steps

## Step 1. Identify the Problem

- State the difference between what was previously agreed and what has been delivered. Do not add any comments or judgement statements.
- Maintain respect – do not allow the tone of your voice or your body language to put the other person into a defensive frame of mind; this is not meant to be a lecture.

## Step 2. Ask a Question

- Ask a simple diagnostic question such as “What happened?” or “What led to this?”
- Listen, focussing all your attention on the answer – do not interrupt or cut them off.
- The response is likely to be an attempt to justify the lack of performance or poor behaviour. *This is a trap!* Don't attempt to deal with these issues, instead use questions to draw them back to the original agreement or to re-focus on acceptable standards.

## Step 3. Gain Commitment

- Ask a direct question such as “How do you feel you can remedy this?”
- Make sure *they* come up with the remedy – *do not ever suggest a solution* to the issue, they will agree yet fall back into old habits. If you have to, use questions to lead them to an acceptable solution.

## Step 4. Emphasise Consequences

- State the consequences, both for success and for failure to deliver.

## Step 5. Follow Up

- Let them know the date and time of your follow-up meeting.