

## Manage your weakest link

Thursday, 01 April 2010

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Quite often this area is not addressed constructively because Managers, Business owners do not know how to confront the problem areas constructively or there are no key performance indicators and measurements in place.

By allowing employees to continue getting away with unsatisfactory work performance because it is "too hard" to manage can infect the whole work area and eventually impact on the entire organization.

Successful companies that are growing manage performance effectively. They reward and recognize excellent performers, encourage poor performers assisting them to improve and exit the poor performers who do not respond to training, encouragement and guidance.

Employee work performance is normally based around whether they have the skills to do the job, want to do the job or if they have the freedom and permission to do the job.

The skills to job specification is important. Most new employees need training on new systems, process and standards that are unique to the company. If the recruitment process is followed and the skill level is in line with the job specification, work performance is likely to be high.

Many instances of poor performance are because the employee does not want to do the job they are doing. They may have the skill however it may be that they have been doing the job too long. The job may have been misinterpreted or misrepresented in the recruitment process or they may not be responding to the management style.

If the induction process into the company is not managed effectively, poor performance is often the result. Lack of encouragement and reinforcement is quite often a catch cry with employees which creates the attitude of "why bother."

When reviewing employees on poor performance, if there are clear key performance indicators and measurements in place, confronting the issues becomes easy. The review conversation deals with the issues rather than with the personality.

When all fails with poor performance the exit process must be addressed immediately and the performance issues clearly be pointed out to the employee. Suggestions and guidance must be given on how to improve. Reasonable time should be allowed for the employee to improve and achieve the required standard.

How substandard performance is addressed in an organization sends a message to all employees on what is acceptable to management. Make sure the message that is given to all employees is that poor performance is unacceptable and will be dealt with. Do not become a slave to your weakest link!