

### Addressing Underperformance With Confidence

1 Day Course

## OVERVIEW

This practical course will provide delegates with the essential skills and knowledge to address and manage underperformance with confidence.

You will explore how to identify underperformance and learn the skills required to address it informally with a view to improving performance. You will understand the importance of feedback, agreeing clear improvement actions and how to support performance improvement. Throughout the day, you will work with performance case studies and your own workplace examples.

## IS IT RIGHT FOR ME?

You will be asked to think about an example of underperformance that you have dealt with in the past, or one that you anticipate dealing with.

## WHAT WILL I LEARN?

By the end of this course you will be able to:

- Recognise the signs of underperformance.
- Understand the five main reasons for underperformance.
- Provide clear performance feedback.
- Agree SMART performance improvement objectives and actions.
- Monitor and review performance.
- Understand the importance of taking notes.
- Recognise when to address performance formally and who to involve.

## WHAT WILL IT COVER?

### Understanding Underperformance

- Different types of underperformance – capability vs conduct
- The importance of addressing capability issues informally in the first instance; when to apply the disciplinary policy to conduct issues.
- Recognising the signs of underperformance – what will you see and hear
- Understanding and exploring the five main reasons for underperformance
- Your role and responsibility for addressing underperformance
- The importance of keeping records of all your informal discussions and agreed actions

### Addressing Underperformance

- Preparing your feedback
- Gathering examples and evidence to support your performance discussions
- Providing constructive two-way feedback
- Exploring the reasons behind the under-performance

### Improving Performance

- Setting clear expectations for improvement and agreeing time-frames
- Agreeing SMART performance improvement objectives and actions

- Exploring a range of approaches to support the individual to improve performance - coaching, training, shadowing, etc.
- Holding regular 1:1s to monitor and review performance
- Acknowledging when improvements have been achieved

#### Addressing Underperformance Formally

- The importance of involving HR
- When to involve HR
- Performance improvement plans - how to create them
- Recognising when to move into your formal disciplinary procedures
- Understanding the key steps within the ACAS disciplinary process