

Handling Poor Performance (Levels A & B)



Underpinning Competencies

- Directional Clarity
- Giving Clear Information
- Getting Unbiased Information
- Counselling and Disciplining

Linked Assessments (where applicable)

- Influencing Style Clock

It would be an ideal world (and a naive expectation of managers) to have all employees arrive at work on time every day, with a positive attitude, a strong willingness to work, and a commitment to earn their keep.

Unfortunately, in the real world, there are always employees (even if they are in the minority) who are undisciplined, incompetent or committed to getting the most and giving the least. This happens despite our best efforts in selecting and training employees.

Hence, it is sometimes necessary for a manager to intervene when performance standards have not been met. This module deals with how to counsel and (wherever necessary) discipline employees in a positive, constructive manner.

Objectives

At the end of this module you will be able to:

- recognise your strengths and weaknesses relating to counselling and disciplining others
- apply transactional analysis as a way of understanding and influencing communications
- apply questioning and listening skills to handle poor performance positively
- manage conflict and angry people
- communicate assertively
- describe the main issues and risks when initiating disciplinary and dismissal procedures.
- Apply formal disciplinary processes reasonably and fairly