

SIX STEP

Performance Improvement Process

Steps	How to do	Pay attention that you
1. State of what you 've observed	„I have noticed, that...” Be specific and state only what you can see and hear.	Deal with performance, not with attitude. Give feedback timely to the observation. Don't let accumulate the poor performance account.
2. Wait for a response	Be silent – endure the pause until you'll get the answer/reaction.	Don't fall into the sidetrack trap. Lead back by using the words e.g. „that might be true, and right now...”
3. Remind them of the goal	„I want to remind you, that your goal/your task is...”	Stay friendly and ensure, that the person really knows about the goals and is capable to fulfill the task.
4. Ask for their specific solution	„So, what can you do to solve the problem/to achieve the goal?”	Stay away from solving the problem by yourself. If you solve it, it becomes yours!
5. Agree together	Summarize expectations . Ask if the person really agrees. Firmly shake hands.	Have a mutual agreement and a real commitment. Not let him/her go away like „ok, I will try” or so.
6. Follow through	If problem arises again, escalate.	Keep on going until an employee really improves willingly without any drama, conflict or threats involved.

PIP ESCALATION PROCESS

(Perception, Impact, Proposition)



Feedback 1: Propose

I notice that you have come late to our team meeting twice.

This makes me nervous, because I am uncertain whether you are going to show up and when.

Everyone is waiting for you.

I wish that we could start our team meetings on time.

Is this ok with you?

Feedback 2: Want

I notice that you are still showing up late for our team meeting, even though you promised to come on time.

I am disappointed, because I received a clear commitment from you.

Other team members have also started coming late, arguing that we would not start on time anyway.

I want you to be here on time, so that we can start the team meeting on schedule.

Am I clear on this?

Feedback 3: Demand

Peter, you are still late to the team meetings, despite the discussions we have had about it!

I am angry and don't feel respected.

People start joking and betting whether you would show up on time.

I demand that you are on time or else your tardiness will have consequences.

Do you understand me?

Most performance problems result from a lack of or inappropriate

- Communication
- Conditions (organizational)
- Consequences

Helping your employees to succeed is what it's all about!