If you completed the performance assessment worksheet and think you might have an underperformer, use this flowchart to explore whether you’re doing all you can to help. There are many reasons for underperformance in a role. Effective managers take time to consider their part in ensuring great performance.

Is management contributing to underperformance?

Ask yourself about these connections between underperformance and management

1. Role description
   - Is the role description fair and accurate?
     - YES
     - NO
     - Check here
   - NO
   - Meet with the employee to discuss amending their employment agreement

2. Clear expectations
   - Have I been setting clear expectations?
     - YES
     - NO
     - Check here
   - NO
   - Use this worksheet to learn how

3. Reasonable expectations
   - Are my expectations reasonable?
     - YES
     - NO
     - Check here
   - NO
   - Read up on what you can do to improve

4. Feedback
   - Have I given clear and motivating feedback?
     - YES
     - NO
     - Check here
   - NO
   - Use this worksheet to learn how

5. Capability
   - Has this person been fully trained in the requirements of the role?
     - YES
     - NO
     - Check here
   - NO
   - Arrange appropriate training for the employees

6. Tools
   - Do they have the tools they need to do the job?
     - YES
     - NO
     - Check here
   - NO
   - Meet with the employee to learn about their needs

Still unsure?

Sometimes your business is set up in a way that makes it hard for employees to perform well in a role. If workers are performing well but seem busy with tasks that aren’t in their role description, it might help to think about whether restructuring is right for your business.

Restructuring can be about changing the jobs in your business rather than reducing their number. It could be a great way to shape the right roles for your people and to keep your business on track.

For more on underperformance and management see the Performance issues: What to check page on business.govt.nz