PERFORMANCE ISSUE ROOT-CAUSE DIAGNOSTIC

Questions for Managers to Assess Underlying Root Causes of Employee Performance Issues

Employee Performance Issue: _____

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MOTIVATION

- ☐ Does the employee want to complete the task?
- ☐ Does the employee feel that his or her work is valued?
- ☐ Is the employee fully engaged?
- ☐ Have you clearly explained how the employee's responsibilities connect to the organization's strategy?
- ☐ Does the employee have the ambition to be successful?
- ☐ Does the employee feel challenged?
- ☐ Are there personal issues affecting the employee?
- ☐ Does the employee clash with other team members' personalities?

- ■ Clarify how the employee directly impacts the organization's success.
- ■ Understand the employee's career aspirations and identify opportunities to support them.
- ■ Suggest support resources if the employee is dealing with a personal issue.

ENVIRONMENT

- ☐ Is the job properly scoped and relevant to current business demands?
- ☐ Are internal processes clear and efficient?
- ☐ Does the employee experience conflicting priorities?
- ☐ Are there bureaucratic inhibitors?
- ☐ Are there clear reporting lines within the organization?
- ☐ Does the organization's infrastructure allow the employee to fulfill his or her responsibilities?
- ☐ Does the employee have access to the resources he or she needs?
- ☐ Are senior leaders giving consistent messages throughout the organization?

- ■ Escalate organizational issues beyond your control to more senior leaders.
- ■ Consider whether adjustments to the employee's responsibilities are necessary as a result of recent organizational changes.

KNOWLEDGE

- ☐ Have you clearly explained the expectations to the employee?
- ☐ Does the employee understand his or her role and responsibilities?
- ☐ Does the employee have the information he or she needs?
- ☐ Do you and the employee have a mutual understanding of his or her strengths and weaknesses?
- ☐ Does the employee understand when to use available technology?
- ☐ Does the employee know what to prioritize?
- ☐ Do you provide the employee with high-quality formal and informal feedback on a regular basis?
- ☐ Does the employee receive adequate on-the-job development?

- ■ Clearly explain the employee's role and responsibilities.
- ■ Provide the employee with additional training and development on key information.

SKILL

- ☐ Does the employee understand how to complete the task?
- ☐ Has the employee received all necessary training?
- ☐ Has the employee completed a similar task in the past?
- ☐ Can the employee complete the task to the expected performance level?
- ☐ Does the employee understand how to use the necessary technology?
- ☐ Does the employee have poor time management skills?
- ☐ Do the employee's competencies align with the job responsibilities?
- ☐ Is the organization a good cultural fit for the employee?

- ■ Consider alternative positions, within or outside of the organization.
- ■ Provide the employee with additional training and development to build lacking capabilities.