



Keyword: Performance Problem

## Dealing with the Root Causes of Performance Problems

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by Kevin Eikenberry

Below is the list of 14 root causes of performance problems that are discussed in *Remarkable Leadership*. What follows are some suggested ideas on dealing with these root causes in your situations.

This is not an exhaustive list, nor is it meant to keep you from analyzing your situation completely. These ideas are meant to be just that – ideas.

Ideas to help you as you develop the potential in your team and organization.

1. The employee doesn't understand what is expected (duties or performance levels).
  - Set clearer expectations with the person.
  - Involve them in a discussion about those expectations.
  - Help them see the value in meeting or exceeding those expectations.
2. The employee doesn't know how to perform the duties.
  - Provide training (formal or on-the-job).
  - Provide coaching.
  - Allow them to shadow someone.
3. The employee doesn't know expectations aren't being met.
  - Provide more feedback more regularly.
  - Reinforce the expectation level and the relative performance as a part of that feedback.
4. The employee doesn't receive any performance feedback.
  - Provide more feedback personally.
  - Find ways to get them feedback from others – co-workers, Customer of their work, etc.
5. The employee isn't committed to the work.
  - Work to understand why they aren't, or aren't able to be more committed.
  - Explain the benefits they gain as they do work that they are more committed to.
  - Ask for their assistance in removing those barriers or obstacles.
6. The employee doesn't see the importance of the work.
  - Help them see how their work is integral to team, department or organizational goals.



## Dealing with the Root Causes of Performance Problems (continued)

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- Allow them the opportunity to better understand how the final products of the organization have a positive impact on Customers and/or the world.
  - Provide reinforcement and support for the importance of their work.
7. The employee is bored.
- Challenge them!
  - Provide with a different type of assignment, a special project or a new responsibility.
  - Help them find a different assignment that might be less boring and perhaps a better fit for them.
8. There are no consequences or rewards related to work expectations.
- Build a stronger linkage between feedback, consequences and rewards and the specific work expectations.
  - Provide consequences or rewards to build greater accountability.
9. The employee doesn't have the proper tools, equipment or supplies.
- Ask them about what resources they feel they need.
  - Provide the resources to make that happen.
  - If there is a time or budget limitation, allow them to be involved in the budgeting and selection process so that they feel ownership of the decisions that are made.
10. Your expectations aren't achievable (either in reality or in the employee's mind).
- Check your own reality. High expectations that cause people to stretch are valuable, but only to a point.
  - If you believe the expectations are realistic, help the other person see a picture of success - and help them believe in that picture.
11. Your expectations are too low.
- Raise them!
  - Clarify what they actually are - to avoid a communications disconnect.
  - Expect more and watch people raise their performance to meet your expectations.
12. The work process itself.
- Change your focus and put effort into work process improvement.
  - Engage people in the work process improvements.
  - Provide feedback so people see the purpose of this new effort to improve productivity.
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13. The employee has issues with you.
  - Surface those issues, using a third party if necessary
  - Separate, as best you can, the personal issues from the performance issues.
  - Work for resolution and improvement from this point – (both the performance and the interpersonal obstacles).
  - Review your own behavior to see what you can learn from these challenges in the future.
  
14. The employee has personal issues that are impacting work performance.
  - Help them surface these issues.
  - Provide support or other professional assistance.
  - Make your expectations clear, even with the personal challenges.



Kevin Eikenberry is a bestselling author, consultant, trainer, speaker, coach, leader, learner, husband and father. He is the Chief Potential Officer of the Kevin Eikenberry Group ([www.KEIKENBERRY.COM](http://www.KEIKENBERRY.COM)) and the Creator of the Remarkable Leadership Learning System ([www.REMARKABLE-LEADERSHIP.COM](http://www.REMARKABLE-LEADERSHIP.COM)), both of which are dedicated to life-long learning and helping Clients unleash their remarkable potential. Interested in becoming the remarkable leader you were born to be? Go to [www.REMARKABLE-LEADERSHIP.COM](http://www.REMARKABLE-LEADERSHIP.COM) today!

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