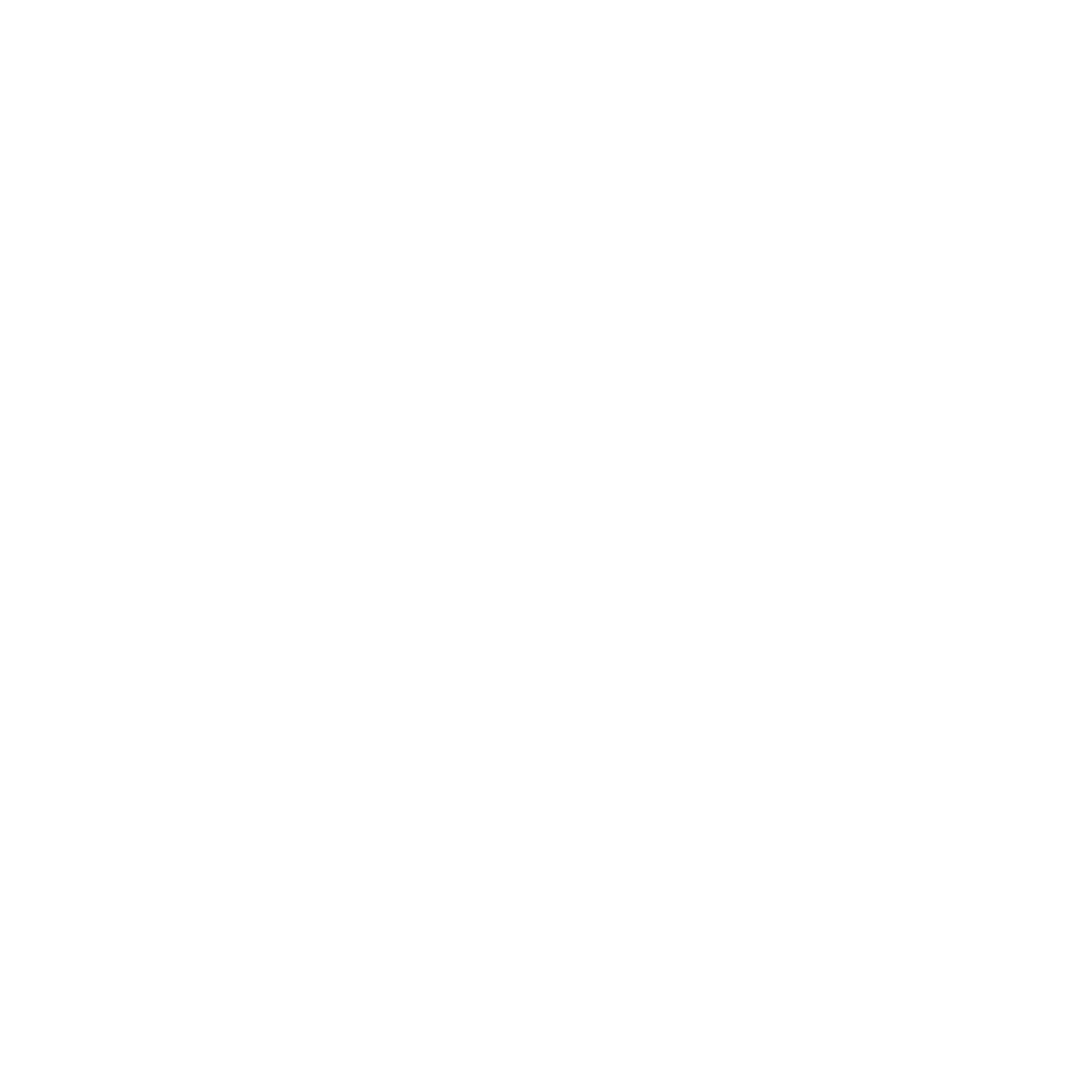
**Dealing with Under Performers CHEAT SHEET**

**Before your conversation:**

1. Assess each person’s performance and plot them on the Star Chart
2. Decide if the person needs a critical ‘reality’ conversation or if you need to fire them
3. Determine to close the reality gap by taking action to overcome your fear

**5 Steps to a successful conversation with an under performer**

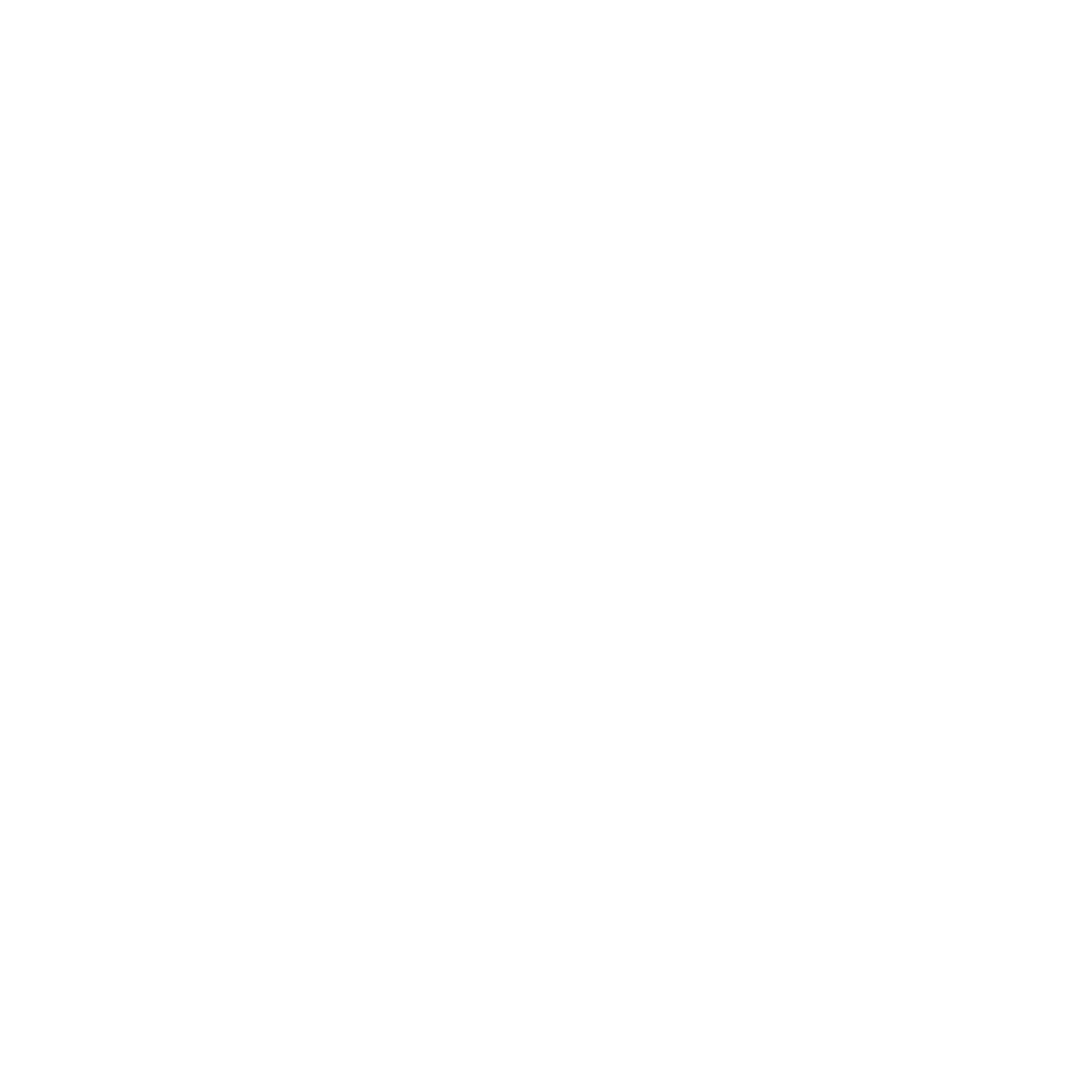
1. **Prepare for the conversation**



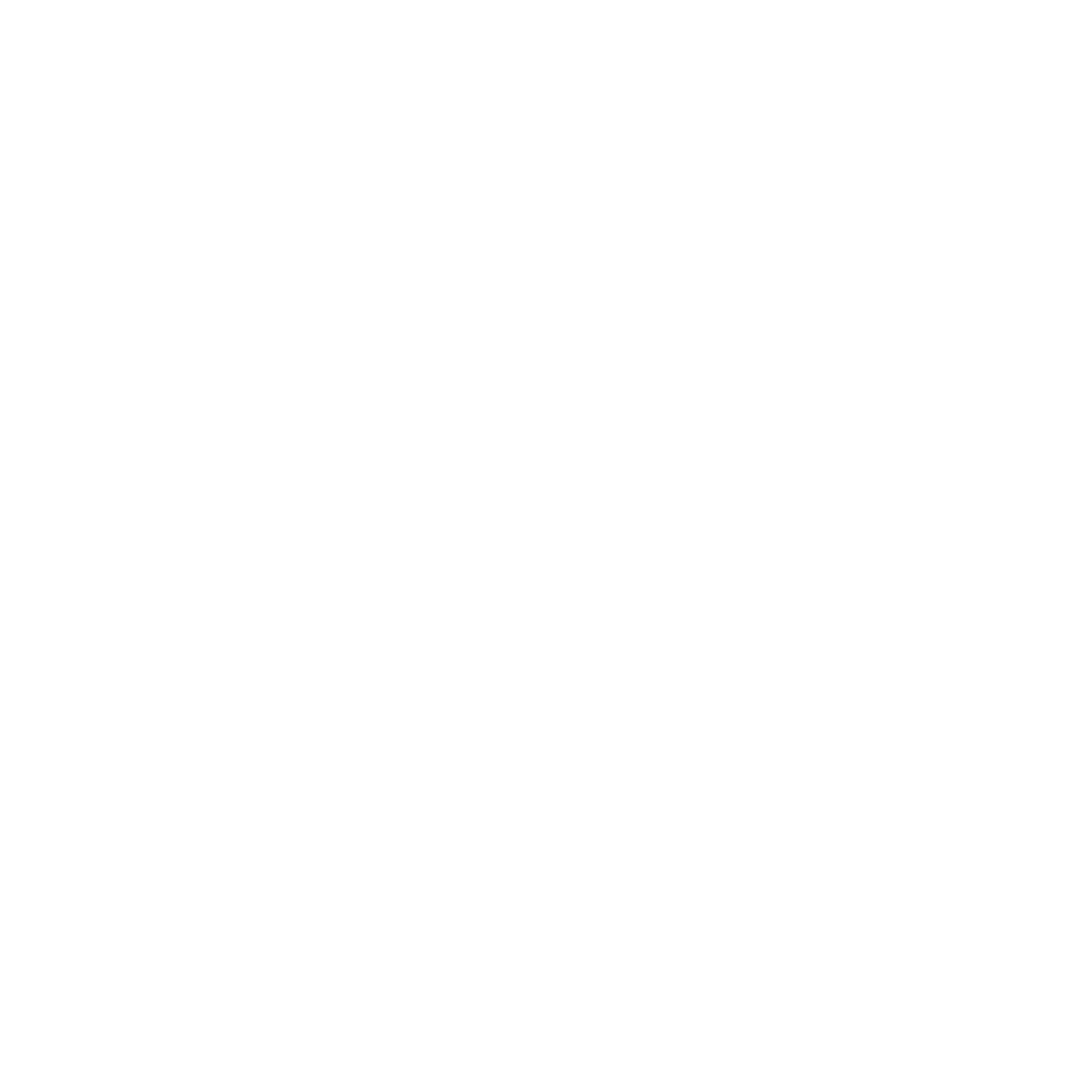
* 1. Decide where it will take place
  2. Decide what your definition of success is when it’s completed
  3. What are the specific themes you want to bring up?
  4. What are your response options based on how the conversation develops?



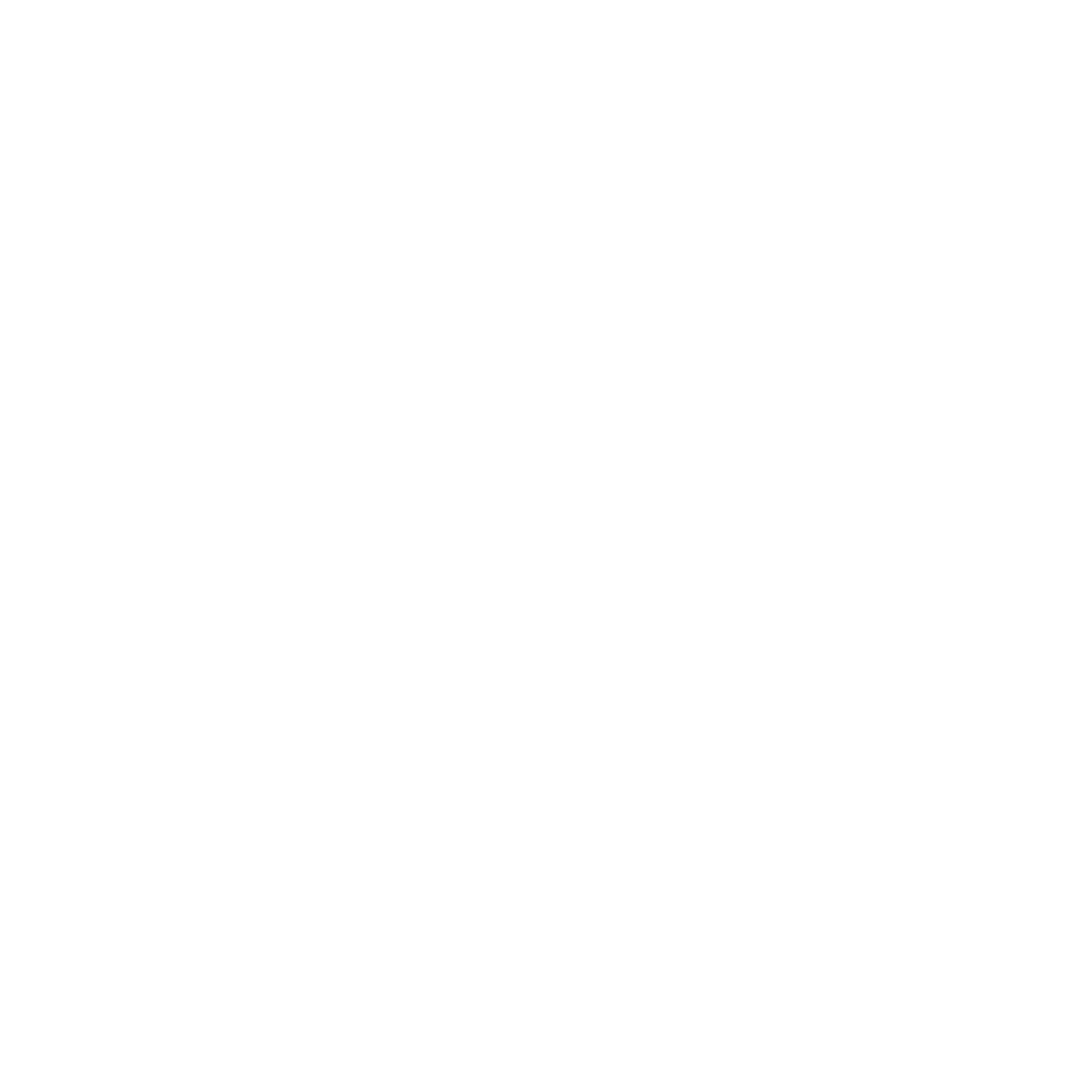
1. **State your facts**
   1. Lay out the facts as you see them
   2. Be objective and unemotional
   3. Be humble, honest, don’t assume they have bad motives
   4. Ask if you’re right or wrong



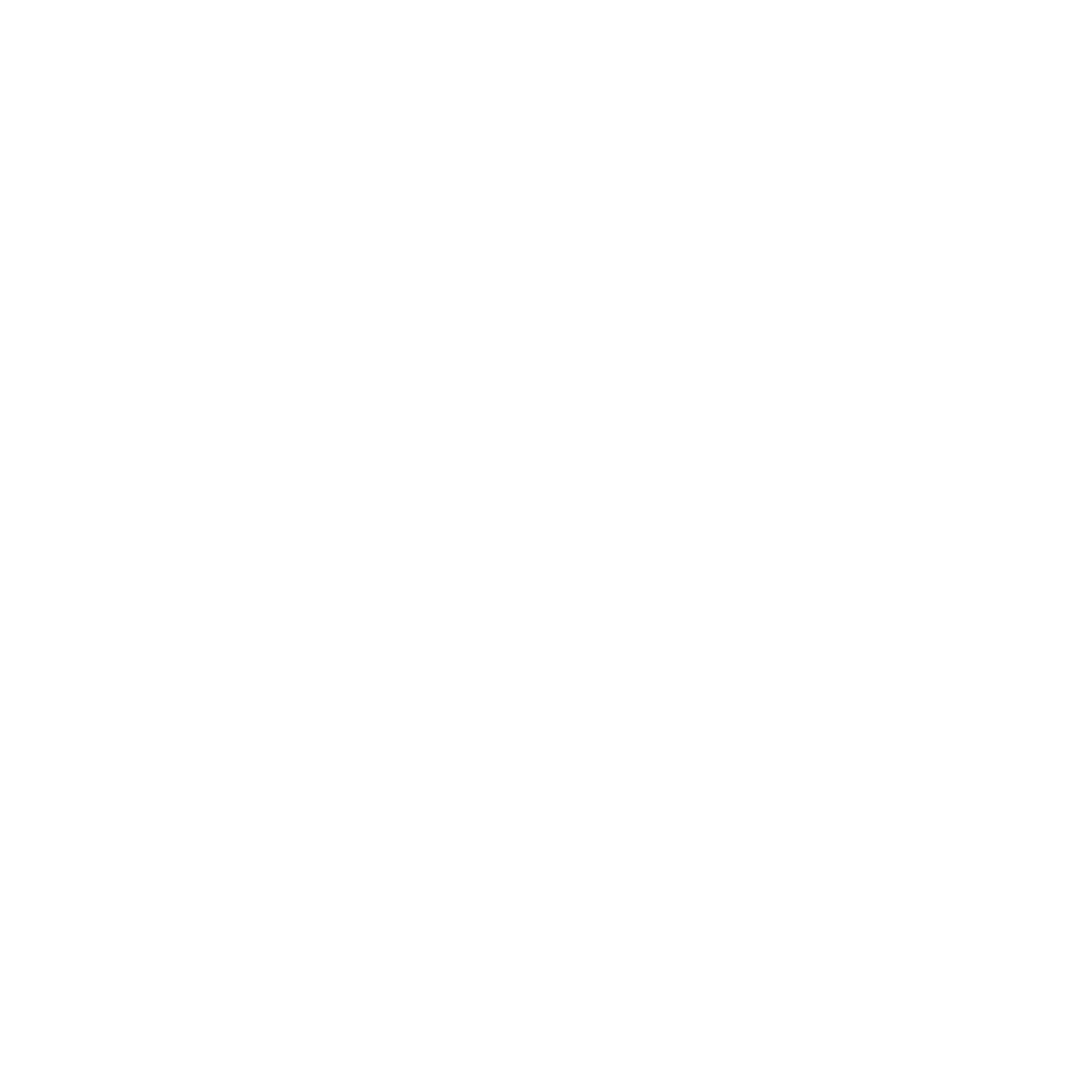
1. **Talk about themes that you see**
   1. Identify the patterns that you see in their behaviour
   2. Disrespect, lack of engagement, attitude or productivity issues?
2. **Ask for their perspective**



* 1. Listen carefully to understand
  2. Briefly summarize their comments so that they feel heard



1. **Agree on next steps**
   1. Be clear on the steps are
   2. Agree on what the consequences will be if the next steps are ignored



1. **Agree on follow up**
   1. Daily, weekly, mix or structured and unstructured

**Watch for the 3 possible responses:**

**Maturity –** Hear feedback, own and adjust behaviour

**Immaturity –** Blame someone or something else

**Revenge –** Choose to hurt the company rather than accept feedback