

## **5.8 Analyzing Performance Problems**

Coaching can be provided in a wide variety of situations, but in the context of performance management, it is most often used when there are performance shortfalls or problems. Ideally, your monitoring processes should provide information on performance that is going well and on performance that needs to be corrected. When performance is not on target, you need to be very specific: analyze and describe the specific performance that needs to be improved.

### **STEPS FOR ANALYZING PERFORMANCE PROBLEMS**

These three simple steps can be used to analyze performance problems:

1. Identify the performance gap by describing the difference between required performance and actual performance.
2. Decide if corrective action is needed by identifying the importance of the performance gap.
3. Determine the cause of the gap.

#### **STEP 1: Identifying the Performance Gap**

You can identify performance gaps by describing the difference between the performance required for the job and the employee's actual performance. This method helps to focus on the facts. You want to avoid falling into the trap of making hard-to-support observations such as "You work slow" or "You waste too much time."

Examples of performance gaps:

#### **Required Performance**

Keep others informed of potential problems that can affect the release of a product or service.

Complete reports by the 10<sup>th</sup> of the month.

Be at work by 8.30 A.M. each day.

Production deadlines are met.

Achieve 100% of the sales plan.

Effectively demonstrate the Cultural Diversity Awareness competency by not tolerating offensive discussions regarding race, religion, or sex in situations where offense can be taken.

#### **Actual Employee Performance**

Doesn't inform manager or co-workers of problems that impact the release of a product or service.

Reports not handed in by 10<sup>th</sup>. Manager needs to keep reminding employee.

Yesterday employee came to work at 8:50 A.M. Friday employee arrived at 8:45 A.M.

Deadline was missed four times in the last two weeks.

Achieved 90% of sales plan.

Used ethnic joke to kick off sales meeting.