# Performance Obstacles and Suggested Manager Actions

Below you will find each performance obstacle category defined, followed by suggested actions you as a manager can take to help minimize or remove the obstacle.

<table>
<thead>
<tr>
<th>Performance Obstacle Category</th>
<th>Manager Actions</th>
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| Not enough time, conflicting job priorities, lack of opportunity to apply the learning | ✅ Have a prioritizing discussion  
✅ Find out what parts of the job are taking more time than they should  
✅ Re-arrange priorities or shift responsibilities temporarily  
✅ Creatively seek an opportunity to practice the skills taught  
✅ Help the employee discover more opportunities or better manage his/her time  
✅ Help the employee set clear goals and expectations  
✅ Establish a clear goal and a time for checking back in to report progress |
| Job responsibilities and accountabilities are not aligned with what the training taught | ✅ Find out if the perception is real or not; if the employee misunderstands job accountabilities, take the time to straighten this out now  
✅ If the training taught something that is not part of the employee’s job, find out why this was not surfaced in the Impact Mapping dialog  
✅ If no Impact Map dialog was held, find out if the employee went to the correct training, or check with the Learning Department to find out if there’s a disconnect between what you and your employee expected and what the training actually addressed |
| The culture and peer pressure in our organization are not aligned with what the training was about | ✅ Explore the perceptions of the culture and peer pressures that the employee is feeling  
✅ Consider a re-assignment to another work group or team  
✅ Resolve to address the issue with the employee’s co-workers  
✅ Discuss and seek to identify the specific sources of disincentive, and work to clarify what you need and expect  
✅ Resolve to take action to change the workplace culture  
✅ Find out what you and other managers may be saying or doing that is creating a non-supportive culture  
✅ Raise issues that need to be addressed with senior leadership where serious disconnects exist |
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| Personal disagreement or lack of belief in the training goals by the employee | - Discuss and seek to identify the specific issues and reasons with which this employee disagrees  
- Discuss the reasons why this training is the right direction for the work unit, the company, and this person  
- Seek to identify motivators that will influence this employee in the right direction  
- Consider whether the fit for the job is correct, or if further training might be needed  
- Make your expectations and wishes clear  
- Arrange for more specific incentives or other motivators |
| The employee lacks the confidence or ability to perform in the ways that the training taught | - Discuss and identify the specific issues and concerns that make this employee lack confidence  
- Determine if there is really a skill or knowledge deficit, or if there is a lack of motivation, direction, or other underlying causes for a lack of confidence  
- Arrange further training if there is a true skill or knowledge deficit  
- Promise and provide more coaching and support  
- Arrange a temporary process for staying in touch more closely with this employee  
- Serve as a mentor or arrange for this employee to work with another more experienced person |
| Lack of measures and incentives to apply and support the things the training taught | - Determine if there is a real lack of measurement feedback available, or if the employee misperceives or misunderstands the current measures and incentives  
- Find out through discussion what this employee perceives as the disincentives or reasons for not performing  
- Adjust and modify incentives and rewards as possible  
- Set a clear goal and tie a reward or incentive to it  
- Agree to provide feedback on some specific behaviors and actions that the employee agrees to try  
- Consider making a case to senior management to change incentives that are out of alignment or to create more effective measurement and feedback systems |
| Lack of tools, information or other resources to do the things the training taught | - Identify the specific information, tools, or resources that seem to be missing  
- Arrange for additional resources as possible  
- Help the employee find an alternative way to compensate for the lack of tools or resources  
- Make a case to senior management for providing more and improved resources |