

## 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.

Performance Obstacle Category	Manager Actions
<p>Not enough time, conflicting job priorities, lack of opportunity to apply the learning</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Have a prioritizing discussion</li> <li><input type="checkbox"/> Find out what parts of the job are taking more time than they should</li> <li><input type="checkbox"/> Re-arrange priorities or shift responsibilities temporarily</li> <li><input type="checkbox"/> Creatively seek an opportunity to practice the skills taught</li> <li><input type="checkbox"/> Help the employee discover more opportunities or better manage his/her time</li> <li><input type="checkbox"/> Help the employee set clear goals and expectations</li> <li><input type="checkbox"/> Establish a clear goal and a time for checking back in to report progress</li> </ul>
<p>Job responsibilities and accountabilities are not aligned with what the training taught</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Find out if the perception is real or not; if the employee misunderstands job accountabilities, take the time to straighten this out now</li> <li><input type="checkbox"/> 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</li> <li><input type="checkbox"/> 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</li> </ul>
<p>The culture and peer pressure in our organization are not aligned with what the training was about</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Explore the perceptions of the culture and peer pressures that the employee is feeling</li> <li><input type="checkbox"/> Consider a re-assignment to another work group or team</li> <li><input type="checkbox"/> Resolve to address the issue with the employee's co-workers</li> <li><input type="checkbox"/> Discuss and seek to identify the specific sources of disincentive, and work to clarify what you need and expect</li> <li><input type="checkbox"/> Resolve to take action to change the workplace culture</li> <li><input type="checkbox"/> Find out what you and other managers may be saying or doing that is creating a non-supportive culture</li> <li><input type="checkbox"/> Raise issues that need to be addressed with senior leadership where serious disconnects exist</li> </ul>

<b>Performance Obstacle Category</b>	<b>Manager Actions</b>
Personal disagreement or lack of belief in the training goals by the employee	<input type="checkbox"/> Discuss and seek to identify the specific issues and reasons with which this employee disagrees <input type="checkbox"/> Discuss the reasons why this training is the right direction for the work unit, the company, and this person <input type="checkbox"/> Seek to identify motivators that will influence this employee in the right direction <input type="checkbox"/> Consider whether the fit for the job is correct, or if further training might be needed <input type="checkbox"/> Make your expectations and wishes clear <input type="checkbox"/> Arrange for more specific incentives or other motivators
The employee lacks the confidence or ability to perform in the ways that the training taught	<input type="checkbox"/> Discuss and identify the specific issues and concerns that make this employee lack confidence <input type="checkbox"/> 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 <input type="checkbox"/> Arrange further training if there is a true skill or knowledge deficit <input type="checkbox"/> Promise and provide more coaching and support <input type="checkbox"/> Arrange a temporary process for staying in touch more closely with this employee <input type="checkbox"/> 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	<input type="checkbox"/> Determine if there is a real lack of measurement feedback available, or if the employee misperceives or misunderstands the current measures and incentives <input type="checkbox"/> Find out through discussion what this employee perceives as the disincentives or reasons for not performing <input type="checkbox"/> Adjust and modify incentives and rewards as possible <input type="checkbox"/> Set a clear goal and tie a reward or incentive to it <input type="checkbox"/> Agree to provide feedback on some specific behaviors and actions that the employee agrees to try <input type="checkbox"/> 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	<input type="checkbox"/> Identify the specific information, tools, or resources that seem to be missing <input type="checkbox"/> Arrange for additional resources as possible <input type="checkbox"/> Help the employee find an alternative way to compensate for the lack of tools or resources <input type="checkbox"/> Make a case to senior management for providing more and improved resources