

Volume 7

This issue includes a 5-minute video to take a deeper dive into this topic

What I'm hearing

Do you have someone on your team who drains your energy because he or she isn't performing well? An executive shared a great story with me recently. He had a longtime employee whose role had grown and she was no longer performing at an acceptable level. He met with her and they agreed to explore why, so he handed her the book *StrengthsFinder 2.0* by Tom Rath and had her take the assessment. In their follow-up meeting to discuss the results and their implications, she had an "Aha!" moment: "I'm in the wrong role." They discussed the right role, found that role, and moved her.

What it means

Too often, it's easier to let an employee go than to redeploy that person in a role where s/he clearly could be more productive. When I hear someone tell me a story of a legitimate redeployment or of a rehire of a great person whom they let get away for whatever reason, I stop and listen because it takes a special leader and a special organization to do that. Those are leaders and organizations that we can learn a lot from.

What you should do

In order to do anything with a person who is not performing well, you have to be willing to have a tough discussion with that employee, and be willing to listen a little.

What you should **not** do is . . .

- Spend hours with every employee who is under-performing.

Start by asking yourself if this person has demonstrated a positive attitude and commitment to the organization. Is it someone you want to have around? If the answer is "No" or "Not really," then follow whatever process you have, but make plans to move the employee out of your organization.

If the answer is "Yes," then commit six to eight weeks to help the employee explore his/her talents, passions, and what s/he wants or needs to get out of a job. Some basic steps might look like this:

- Give the employee a copy of *StrengthsFinder 2.0* by Tom Rath and the Harvard Business Review article "*Managing Oneself*" by Peter Drucker.
- Have a discussion with the employee focused on answering the questions, "**How would you describe the work situation when you're at your best?**" and "**What are you doing when you're at your best?**"
- Spend a few meetings exploring those questions.
- Then, together, answer the questions, "**Does a role that fits what you do best exist here, or could it exist here?**" and "**What changes can we make to your current role to make it better fit your gifts?**"
- As a leader, just help the employee identify options, and coach him/her through a decision.

There's a lot in these 5 steps. To supplement this material, I've made available a 5-minute video on YouTube. Just go to www.youtube.com and search for "**Scott Patchin trU Tips #7.**"

Need help navigating either outcome I just mentioned? Contact me. scott@thetrugroup.com



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