

DEALING WITH UNDERPERFORMERS - FACILITATOR'S GUIDE

SESSION LENGTH: 60-90 MINUTES**THE FACILITATOR'S JOB:**

1. To create a positive learning environment
2. To maintain the group's focus and keep them on track with course material
3. To encourage everyone to participate
4. To remain neutral, treating everyone fairly, making sure everyone has a chance to participate, and encouraging everyone to engage
5. To ask the sample questions below, or insert your own

LEARNING OBJECTIVES FOR THE COURSE:

1. Know and implement the four steps needed to prepare for difficult conversations
2. Understand a variety of possible reactions and know how to respond to each one

Ask participants to bring their downloaded tools with them to the session.

SESSION LENGTH: 60-90 MINUTES**Module 1: Why take action with underperformers? _____ 10 minutes**

1. Trevor states, "Underperformers don't know that they're underperformers." Do you find this to be true? Can you give an example?
2. Can you tell about a time where you found out something about yourself that was a blind spot to you? How did you discover it? How did you feel when you first heard about it?
3. Have you ever left a place or experienced significant frustration (not here!) because you had to work with - or report to - an under performer?

Module 2: How to prepare for conversations with underperformers _____ 10 – 15 minutes

1. How do you feel when you think about confronting an under performer?
2. If you were being confronted, where would you want the discussion to take place?

Module 3: How to conduct a difficult conversation _____ 10 – 15 minutes

1. Which approach works better if you're being confronted; anger or empathy?
2. Which are you more inclined to approach someone with; anger or empathy?
3. Break into pairs. Give a summary of your day so far, and score your partner on their listening skills. Did they lean forward, nod, encourage you to continue, and show that they were listening? Now switch roles and try it again.
4. "Focus on observed evidence, not hearsay." Do you agree? Are there drawbacks to this approach?
5. Do you ever hold back the truth in a difficult conversation at home or at work? What is the result when you do?
6. What's the advantage of using 'I' statements like 'I feel' and 'I think'?
7. Have you tried any of these approaches outlined in this module? How have they worked?

Module 4: How to respond to their reactions**10–20 minutes**

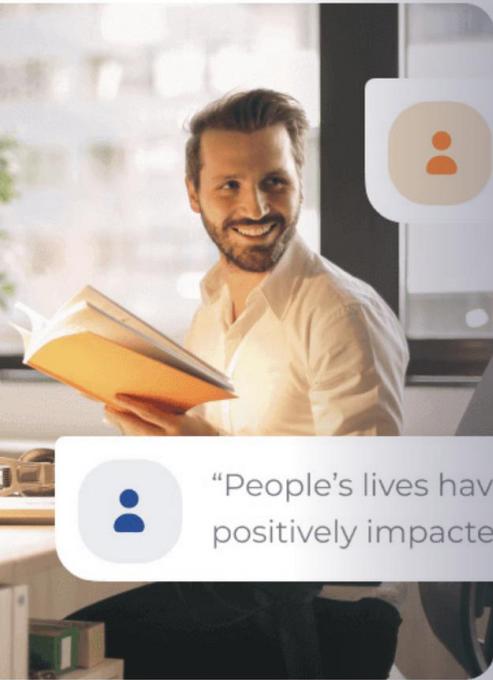
1. In conflict, do you have a tendency to take it personally? Why?
2. Have you ever had an emotional reaction to a difficult conversation? Can you share it?
3. Which reaction have you seen in real life?
4. Have you seen someone respond to a difficult conversation with maturity? Immaturity?
5. How can you encourage a person to respond in a mature way?

Module 5: What to do after the conversation**10–15 minutes**

1. Do you keep notes of any conversations you have?
2. Who is an appropriate witness in our setting to include in a difficult conversation?

Wrap up**5 minutes**

1. Any other questions or comments?
2. What is your biggest take-away from the course?
3. Discuss which course is next, when it will be completed and the date and time of our next meeting.



"The result has been a huge transformation of our culture!"



"People's lives have been positively impacted."



"He has helped us build a vision-driven, energized team."



Getting People Right (GPR) is an educational website providing its students with practical education in entrepreneurial leadership.

GPR's leadership courses will teach you the practical skills you need to build strong teams and enhance your career. The curriculum has been developed by a faculty that has experience successfully scaling businesses and in the coaching of high growth organizations. Our mission is to teach business owners, managers and career builders how to build strong teams by putting the right people in the right seats.

GPR also offers free leadership resources including articles, templates, tips, cheat sheets and reading lists.

Visit [gettingpeopleright.com](https://www.gettingpeopleright.com) to learn more!

Certificate in Leadership Fundamentals Starts at \$499

Access to 10 of Getting People Right's Flagship Courses:

- ✓ Discovering and implementing core values
- ✓ Enhancing your career through delegation
- ✓ Building a one-page strategic business plan
- ✓ Coaching based performance reviews
- ✓ Using DISC Personality testing at work and home
- ✓ Dealing with under performers
- ✓ Learning the process to hire a-players
- ✓ How to fire with minimum pain and drama
- ✓ Objectively assessing your team
- ✓ Building your personal annual plan



Start Learning Today