



# Boulden Management Consultants training by design

## Course: **Managing Under Performance**

### Overview

This one day programme will help managers to manage the under performance of one of their employees in an efficient, effective and professional manner. The course begins with the importance of writing and communicating clear, specific goals so that the employee knows what precisely they are expected to do. When a short fall between the goals set and the results achieved occurs the course goes on to explain how to conduct a counselling interview in order to find the root cause of the performance problem. This is followed by developing an action plan to help the employees achieve the standards required by the business. The final part of the workshop examines how to address performance issues that fail to respond to counselling by applying the disciplinary process.

### Learning objectives

#### As a result of this course you will:

- Be self-confident when dealing with under performing employees
- Understand how to set clear, specific and measurable goals
- Learn a simple, yet powerful process for counselling employees who are not meeting their targets
- Apply the disciplinary process to resolve performance issues that don't respond to a counselling approach

### Feedback

Feedback is based upon peer review using BMC assessment checklists. Completing the BMC assessment checklists is not only valuable to the people involved in a given case study, it also helps those completing them to gain an in-depth understanding of the building blocks that make up an effective approach to managing under performance.

### Who should attend?

Any manager who might have to deal with 'poorly performing employees'.





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## Day one: **Managing Under Performance**

### **Setting clear goals**

Understanding how to set clear goals so that both the manager and the employee have a common understanding of what constitutes acceptable performance.

- Goal setting and the link to the business plan
- For Sales Managers' - Understanding the importance of setting goals along the whole of the sales pipeline
- Writing SMART goals

### **The counselling process**

Appreciating the importance of counselling an employee when a performance issue occurs and acquiring the skills and processes needed to run an effective counselling session.

- Key concepts in counselling
- The BMC counselling format
- Writing action plans
- Three step assertiveness technique
- Broken record technique
- Listening funnel
- Fogging
- Observing non verbal behaviour
- Self control techniques (future pacing & handling criticism technique)

### **The fundamental principles of the disciplinary process**

Considering the aspects of the disciplinary process in general and the company's policy in particular:

- Purpose of a disciplinary process
- When to use the process
- Examples of unsatisfactory performance & conduct
- Examples of gross misconduct
- The ACAS code of conduct
- The company's policy





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## Day one: Managing Under Performance

### Conducting a hearing

How to initiate, run and conclude a disciplinary hearing.

- Conducting an investigation
- The use of counselling
- Briefing an employee in advance of a hearing
- The employee's right to be accompanied
- The structure of the hearing
- Considering the penalty
- Deciding the penalty (types of action & levels of warnings)
- Communicating the decision & the role of action plans

### Case studies and role plays

Case studies and role-plays will be used throughout the day to give the participants some hands on experience of conducting counseling interviews and running disciplinary hearings.

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Further information is available by contacting  
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