

# Performance Issue Root-Cause Diagnostic

### PERFORMANCE ISSUE ROOT-CAUSE DIAGNOSTIC

#### **Tool Overview:**

Accurately assessing employee performance issues is a critical part of providing high-quality performance evaluations. Managers often struggle to identify the true root causes of performance issues, as they often assume that the surface-level problem is the true challenge. Beyond a lack of knowledge and skill, managers must consider additional reasons their employees may be struggling.

#### **Directions:**

Use the root-cause diagnostic tool on the following page to help you correctly assess your employee's performance issues or weaknesses. Beyond using the reflective questions provided, think of reasons your employee may be struggling. After you have identified the root cause of the employee's performance issue, determine how you can help the employee overcome it. Use the boxes at the bottom of the next page to help you brainstorm solutions.

## PERFORMANCE ISSUE ROOT-CAUSE DIAGNOSTIC (CONTINUED)

Questions for Managers to Assess Underlying Root Causes of Employee Performance Issues

Employee Performance Issue:			
MOTIVATION	ENVIRONMENT	KNOWLEDGE	SKILL
<ul> <li>□ Does the employee want to complete the task?</li> <li>□ Does the employee feel that his or her work is valued?</li> <li>□ Is the employee fully engaged?</li> <li>□ Have you clearly explained how the employee's responsibilities connect to the organization's strategy?</li> <li>□ Does the employee have the ambition to be successful?</li> <li>□ Does the employee feel challenged?</li> <li>□ Are there personal issues affecting the employee?</li> <li>□ Does the employee clash with other team members' personalities?</li> </ul>	□ Is the job properly scoped and relevant to current business demands? □ Are internal processes clear and efficient? □ Does the employee experience conflicting priorities? □ Are there bureaucratic inhibitors? □ Are there clear reporting lines within the organization? □ Does the organization's infrastructure allow the employee to fulfill his or her responsibilities? □ Does the employee have access to the resources he or she needs?	<ul> <li>□ Have you clearly explained the expectations to the employee?</li> <li>□ Does the employee understand his or her role and responsibilities?</li> <li>□ Does the employee have the information he or she needs?</li> <li>□ Do you and the employee have a mutual understanding of his or her strengths and weaknesses?</li> <li>□ Does the employee understand when to use available technology?</li> <li>□ Does the employee know what to prioritize?</li> <li>□ Do you provide the employee with high-quality formal and informal</li> </ul>	<ul> <li>□ Does the employee understand how to complete the task?</li> <li>□ Has the employee received all necessary training?</li> <li>□ Has the employee completed a similar task in the past?</li> <li>□ Can the employee complete the task to the expected performance level?</li> <li>□ Does the employee understand how to use the necessary technology?</li> <li>□ Does the employee have poor time management skills?</li> <li>□ Do the employee's competencies align with the job responsibilities?</li> <li>□ Is the organization a good cultural fit</li> </ul>
<ul> <li>Clarify how the employee directly impacts the organization's success.</li> <li>Understand the employee's career aspirations and identify opportunities to support them.</li> <li>Suggest support resources if the</li> </ul>	<ul> <li>Are senior leaders giving consistent messages throughout the organization?</li> <li>Escalate organizational issues beyond your control to more senior leaders.</li> <li>Consider whether adjustments to the employee's responsibilities</li> </ul>	feedback on a regular basis?  Does the employee receive adequate on-the-job development?  Clearly explain the employee's role and responsibilities.  Provide the employee with additional training and development on key	for the employee?  Consider alternative positions, within or outside of the organization.  Provide the employee with additional training and development to build lacking capabilities.
employee is dealing with a personal issue.	are necessary as a result of recent organizational changes.	information.	

Source: CEB analysis.