

Recovering from a performance or behaviour issue

No matter how well HR manages a performance issue, the employee invariably suffers shame and may take some time to recover confidence. A quick and complete recovery is dependent on the level of self awareness and acuity or self-insight.

The first step is to accept that the behaviour or issue caused a problem. Taking personal responsibility is the only way to make change, to make amends. Denial and projecting blame onto others invariably causes a backlash and worsens the whole situation. No one learns and no one gains anything. At the end of the day reality mirrors us beautifully!

The second step is apologise. Humility is a wonderful thing. The www.thinkexist/dictionary.com definition offers the meaning of humility as being; *(n.) An act of submission or courtesy. (n.) The state or quality of being humble; freedom from pride and arrogance.* Humility offers the opportunity for everyone concerned to be gracious.

Next it is important to be really honest with oneself. Looking at the issue from all sides objectively is not that easy and so it is most important to get someone whose judgement you trust to help you see all sides – the good, the bad and the ugly! Unravel the experience by looking at the pre-issue context, what was going on, what feelings were being felt and what was expressed and unexpressed. This identifies triggers and once triggers are identified the root cause for having a trigger can be dealt with.

If the performance issue is an ongoing thing rather than an isolated incident then the same sort of honest unravelling needs to happen :- an evaluation of tasks, areas that motivate and de-motivate, the conditions of work that support and don't support, the expressed and unexpressed expectations, an exploration of core values and drivers and whether or not these are realised in the job.

The next step is to forgive yourself. In my book there is no such thing as failure; there is only learning. Given this principle is integrated you will quickly recover and move on. If not the self-talk and self-doubt habits recur and fear stifles transformation.

Gain support from the people affected by your performance. Be generous to them by expressing gratitude for whatever you can find in them to be grateful for. Set in place some changes that will support you and others to make improvements.

Finally some strategies need to be put in place to ensure that learning or change happens. These are often supported by goals and objectives that are personally aligned with a personal vision that is meaningful and achievable. Having a mentor or sponsor to keep you on track is a sure way to overcome the problem. In fact my experience is that people who transform incidents in such a way learn how to excel.

Kaye Avery

Career Coach and Facilitator