

## Tackling Staff Underperformance

### Why should I do this course?

- This training course is designed to help lead staff through the challenging process of tackling underperformance, including:
  - Identifying underperforming staff and formulating an action plan
  - How to seek out and enact constructive, positive solutions to underperformance
  - How to handle conflict in a calm and constructive manner
  - How to be empathetic and robust in your emotional responses
  - How to carry out a 'courageous conversation' in more difficult circumstances.

### Making the most of this course

- Each unit lasts between 1 and 2 hours, and can be delivered either separately across a number of weeks or together to form a training day.
- Build on previous coaching training or consider further units on coaching

### Suggested participants

- Senior and middle leaders with responsibility for performance management.

#### 1. Identifying Underperformance

**Learn how to identify underperforming or change-resistant colleagues and formulate a strategic response to address this.**

Participants will:

- Identify and share which teachers or other staff need to improve performance or professional behaviour.
- Explore their behaviours and observe some of the 'common denominators'.
- Consider what strategies such colleagues use to make themselves difficult to approach and how they might respond to those strategies.

#### 2. Conflict and Your Emotional Response

**Understand how empathy and your emotional response can help to deal with aggression, and how conflict can be seen as an opportunity for improvement.**

Participants will:

- Consider their own insecurities and 'blockers' to taking action.
- Explore the sources of emotion in any conflict situation.
- Learn a series of fundamental steps as part of an 'emotional strategy'.
- Explore some of the principles of conflict management.
- Apply empathy to a current situation.

#### 3. The Coaching Conversation

**Learn how to conduct the 'courageous conversation' with underperforming colleagues while maintaining a solution-focused manner.**

Participants will:

- Consider what motivates colleagues.
- Acquire a technique to help motivate demotivated staff.
- Acquire and employ some 'simple and wise' questioning techniques.
- Practise a 'courageous conversation' in the coaching mode.

#### 4. The Courageous Conversation

**Learn how to take a more assertive, directing approach when carrying out the 'courageous conversation' in challenging circumstances.**

Participants will:

- Consider the transition from collaborative to directing mode.
- Practise how to give negative feedback, while staying in collaborative mode.
- Learn strategies to cope with defensiveness and denial.
- Practise how to 'negotiate for improvement'.
- Think about the role of notes, letters and written records in the process.
- Clarify the criteria which might indicate the need to move to formal procedures.