

## **HR Alert: Why do managers tolerate poor performance?**

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The article below is reprinted from the latest newsletter published by Ken Kasner, Ph.D., of Positive Options.

If you have questions about or wish to discuss the article, please contact Ken at: 866-920-4473, or [positiveoptions.net](http://positiveoptions.net)

POSITIVE **OUTLOOK**

### **Why Your Lowest Performer Continues to Set the Standard**

It is widely understood that that the lowest performing member of any team sets the actual performance standard for the group. Others in the team look at that person and they know that level of performance is what is acceptable. This brings the level of performance for the whole team down. The observation often is, "Why should I do anymore? We are in the same job getting similar pay." In this situation, even if the observer continues to perform at a higher level it often leads to resentment that affects team performance.

So here is the question: why do managers continue to tolerate poor performance?

Tom Olivio, CEO of Healthcare Performance Solutions, has interviewed hundreds of leaders in healthcare and found these are the top ten reasons.

1. Believing that the person will improve or turn-around their performance or behavior.
2. The fear of loss (with some specific technical skill, experience, competency or knowledge)
3. The mindset of the devil you don't know may be worse than the devil you do know.
4. Discounting the bad behavior, issue or collateral damage that may be occurring.
5. A lack of hiring capability to replace the person with someone who is at least as capable.
6. The security blanket insurance that the person provides.
7. The fear of confrontation or reluctance with having the coaching conversation about poor performance.
8. The mindset that good enough is.
9. Not being able to measure the degree of negative optimization.
10. A belief that the person is only negative with select individuals.

I invite you to look at this list and ask yourself, "Which of these am I using?"

There is no place for judgment here.

All of us who have been in management for any significant period of time have used one or more of these at one time or another. Laying these reasons out in black and white just gives us the opportunity to own up and raise the bar.

**Attached is a companion article: “Why discipline (including coaching & counseling) fails”.**

