

# Managing compassionately through underperformance

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LeadDev Together 2022  
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# Welcome

The focus of this session is on how to manage a performance improvement plan - the **mindsets** we need to adopt and the **tools** we need to use to be successful.

# Compassion

The latin root of the word compassion is *pati*, which means *to suffer*. Paired with the prefix *com-*, which means *with*, compassion literally means “to suffer with”. “To feel with” is also works.

Managing underperformance compassionately means suffering with, or feeling with, your direct report.

# Level setting

The compassionate **mindset** we need to adopt to make successful performance management a reality.

**Two attitudes** you need to successfully run a PIP: 1) a genuine desire to help, and 2) a recognition of your responsibility.

# A real desire to help

The first of two key components of the compassionate **mindset** we need to adopt to make successful performance management a reality.

# A feeling of responsibility

The second of two key components of the compassionate **mindset** we need to adopt to make successful performance management a reality.

# Introspection

Look within and ask,

- What steps did I take to set this person up for success?
- What expectations have I previously set?
- How have I failed to be clear?
- How can I be more specific and actionable?
- What do I want to make clear moving forward?

**“Nobody  
underperforms because  
they want to”**

Rod Garcia

**@adriennefriend**



# Desire to help + a feeling of responsibility

The PIP is a lot of work - **hard** work. But the work you put in will help you feel confident that you acted with integrity and gave your direct report every chance to succeed.

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# Summary:

## Setting you up for success

It feels hard because it *is* hard. This is not a uniquely you problem. Everyone struggles with this when they start out. It should never be an easy process, but it will get easier as you get more familiar with it.

# The how: write it down

Three essential parts of a well-run PIP: a guiding document, a set of scheduled meetings, and partnership with your HR and executive team. Let's start with writing the **guiding document**.

# Writing the document

Think in terms of “**where you are**” and “**where we need you to be**” and communicate that to your direct report.  
Focus on actions and outcomes

Use your job description and levelling rubric, as these are previously-set expectations

# Summary:

## Setting you up for success

Make sure you give yourself enough **time** to prepare this document. It should emerge out of careful reflection on what is required of the role and what you have observed.

Remember, this document is the foundation for the next step: make it a **solid** foundation.

# The how: work the process

The PIP is just a tool and a framework. The tool alone won't drive the process. It needs to be paired with **action**.

Deliver the document. Make the **timeline** clear.

# The how: work the process

The PIP is just a tool and a framework. The tool alone won't drive the process. It needs to be paired with **action**.

**Attend your meetings.** Prioritize that time.

# Summary:

## Setting you up for success

Make these check-ins a **priority** on your work calendar. Allow **15-30 minutes** buffer time **both** before *and* after these meetings to make sure you're prepared with feedback and can complete any documentation or action items after.

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# Recap: three ways to set yourself up for success

1. Remember that it feels hard because it **is** hard. Everyone struggles with this.
2. Make sure you give yourself enough **time** to introspect and prepare the document. Make it a solid foundation.
3. Make your check-in meetings a priority. Block out time on your calendar before and after for preparation and follow-up.

# Closing with compassion

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# Closing with compassion

Thank you so much for your leadership and the way you've coached, guided me, and tried to help me. It's been amazing and I won't forget it.

**@adriennefriend**

# When we manage underperformance with compassion at the center:

Our actions align with our values and what we would want for ourselves.

Regardless of the outcome, we can end the process confident that we acted with integrity and gave our direct report every opportunity to succeed

*Please stay in touch*

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