

Performance Obstacles Frequency Tally Worksheet and Suggested Manager Actions

This first chart indicates the rank order (based on frequency of citation on the survey – refer to blank survey at end of this document) of the performance obstacles that participants in Series 23 and 24 (spring 2015) anticipate facing back on the job.

Rank	Performance Obstacle
#1	I have too many critical priorities right now to have time to apply what I just learned.
#1	Our work culture does not support or expect doing what we learned.
#1	If I DID use what we learned, there would be no way to tell if it was making a difference.
#4	If I did NOT use what we learned in this course, no one would notice or care.
#5	I would need a lot of coaching to help me succeed at this.
#5	I don't see or speak with my supervisor often enough to get any feedback or support.
#5	If I DID use what we learned in this course, no one would notice or care.
#5	I don't think doing the things we learned would really work or that they are necessarily the right things to do.

Below you will find the survey items associated with each performance obstacle (and the frequency with which the participants cited them), a description of each performance obstacle category, and suggested actions that you, as a manager, can take to help minimize or remove the obstacle.

Response Frequency	Survey Item	Performance Obstacle Category	Manager Actions
10	<p>3. I am prohibited from doing what was taught in this course.</p> <p>4. If I tried the things this course taught us, my co-workers would pressure me to stop.</p> <p>6. Our work culture does not support or expect doing what we learned.</p> <p>11. If I DID use what we learned in this course, no one would notice or care.</p> <p>12. If I did NOT use what we learned in this course, no one would notice or care.</p>	The culture and peer pressure in our organization are not aligned with what the training was about	<ul style="list-style-type: none"> ▪ Explore the perceptions of the culture and peer pressures that the employee is feeling ▪ Consider a re-assignment to another work group or team ▪ Resolve to address the issue with the employee's co-workers ▪ Discuss and seek to identify the specific sources of disincentive, and work to clarify what you need and expect ▪ Resolve to take action to change the workplace culture ▪ Find out what you and other managers may be saying or doing that is creating a non-supportive culture ▪ Raise issues that need to be addressed with senior leadership where serious disconnects exist

Response Frequency	Survey Item	Performance Obstacle Category	Manager Actions
6	<p>8. I don't see or speak with my supervisor often enough to get any feedback or support.</p> <p>15. If I DID use what we learned, there would be no way to tell if it was making a difference.</p> <p>18. There are no incentives to do things the way we learned. If I really did what this course taught, it would not benefit me personally.</p>	Lack of measures and incentives to apply and support the things the training taught	<ul style="list-style-type: none"> ▪ Determine if there is a real lack of measurement feedback available, or if the employee misperceives or misunderstands the current measures and incentives ▪ Find out through discussion what this employee perceives as the disincentives or reasons for not performing ▪ Adjust and modify incentives and rewards as possible ▪ Set a clear goal and tie a reward or incentive to it ▪ Agree to provide feedback on some specific behaviors and actions that the employee agrees to try ▪ Consider making a case to senior management to change incentives that are out of alignment or to create more effective measurement and feedback systems
4	<p>7. I would need a lot of coaching to help me succeed at this.</p> <p>9. I do not think I learned enough in this course to be able to use it effectively or with confidence.</p> <p>10. I have personal limitations (e.g., physical) that would prevent me from doing what was taught.</p>	The employee lacks the confidence or ability to perform in the ways that the training taught	<ul style="list-style-type: none"> ▪ Discuss and identify the specific issues and concerns that make this employee lack confidence ▪ Determine if there is really a skill or knowledge deficit, or if there is a lack of motivation, direction, or other underlying causes for a lack of confidence ▪ Arrange further training if there is a true skill or knowledge deficit ▪ Promise and provide more coaching and support ▪ Arrange a temporary process for staying in touch more closely with this employee ▪ Serve as a mentor or arrange for this employee to work with another more experienced person
4	<p>1. I have too many critical priorities right now to have time to apply what I just learned.</p> <p>2. I don't see ever having the right opportunity to apply what I learned in this course.</p>	Not enough time, conflicting job priorities, lack of opportunity to apply the learning	<ul style="list-style-type: none"> ▪ Have a prioritizing discussion ▪ Find out what parts of the job are taking more time than they should ▪ Re-arrange priorities or shift responsibilities temporarily ▪ Creatively seek an opportunity to practice the skills taught ▪ Help the employee discover more opportunities or better manage his/her time ▪ Help the employee set clear goals and expectations ▪ Establish a clear goal and a time for checking back in to report progress

Response Frequency	Survey Item	Performance Obstacle Category	Manager Actions
3	<p>5. The things we learned in this course are not part of my job accountabilities.</p> <p>19. I don't think doing the things we learned would really work or that they are necessarily the right things to do.</p>	Job responsibilities and accountabilities are not aligned with what the training taught?	<ul style="list-style-type: none"> ▪ Find out if the perception is real or not; if the employee misunderstands job accountabilities, take the time to straighten this out now ▪ If the training taught something that is not part of the employee's job, find out why this was not surfaced in the Impact Mapping dialog ▪ If no Impact Map dialog was held, find out if the employee went to the correct training, or check with the Learning Department to find out if there's a disconnect between what you and your employee expected and what the training actually addressed
1	<p>13. My personal belief system would not allow me to do what was taught in this course.</p> <p>14. I know and already use better ways to do the things this course taught us.</p>	Personal disagreement or lack of belief in the training goals by the employee?	<ul style="list-style-type: none"> ▪ Discuss and seek to identify the specific issues and reasons with which this employee disagrees ▪ Discuss the reasons why this training is the right direction for the work unit, the company, and this person ▪ Seek to identify motivators that will influence this employee in the right direction ▪ Consider whether the fit for the job is correct, or if further training might be needed ▪ Make your expectations and wishes clear ▪ Arrange for more specific incentives or other motivators
0	<p>16. Using what we learned in this course would require information and data resources that we do not have.</p> <p>17. Using what we learned in this course would require tools or equipment resources that we do not have.</p>	Lack of tools, information or other resources to do the things the training taught?	<ul style="list-style-type: none"> ▪ Identify the specific information, tools, or resources that seem to be missing ▪ Arrange for additional resources as possible ▪ Help the employee find an alternative way to compensate for the lack of tools or resources ▪ Make a case to senior management for providing more and improved resources

Responses to Item 20, Other (describe):

Being unaware or not wanting to use these skills

Our work culture does not support doing what we learned

There are a lot of belligerent conversations in my office that are not defrayed by some of these Crucial Conversations strategies. We have supervisors, one in particular, who are unwilling to back off regardless of approach taken toward them.

Survey of Potential Obstacles to On-The-Job Application of Learning

Circle each item that you think might keep you from using your new learning effectively.

1. I have too many critical priorities right now to have time to apply what I just learned.
2. I don't see ever having the right opportunity to apply what I learned in this course.
3. I am prohibited from doing what was taught in this course.
4. If I tried the things this course taught us, my co-workers would pressure me to stop.
5. The things we learned in this course are not part of my job accountabilities.
6. Our work culture does not support or expect doing what we learned.
7. I would need a lot of coaching to help me succeed at this.
8. I don't see or speak with my supervisor often enough to get any feedback or support.
9. I do not think I learned enough in this course to be able to use it effectively or with confidence.
10. I have personal limitations (e.g., physical) that would prevent me from doing what was taught.
11. If I DID use what we learned in this course, no one would notice or care.
12. If I did NOT use what we learned in this course, no one would notice or care.
13. My personal belief system would not allow me to do what was taught in this course.
14. I know and already use better ways to do the things this course taught us.
15. If I DID use what we learned, there would be no way to tell if it was making a difference.
16. Using what we learned in this course would require information and data resources that we do not have.
17. Using what we learned in this course would require tools or equipment resources that we do not have.
18. There are no incentives to do things the way we learned. If I really did what this course taught, it would not benefit me personally.
19. I don't think doing the things we learned would really work or that they are necessarily the right things to do.
20. Other (describe):