



Putting PIPs in the Ground

Building Change-Ready Leadership

PIPS

BUILD
BETTER
CULTURE

The Problem



Q: What is a PIP?

A formal document that provides employees with clear, documented goals, a timeline for achieving them, and specific support to correct ongoing performance or behavioral deficiencies





What are they to the organization?

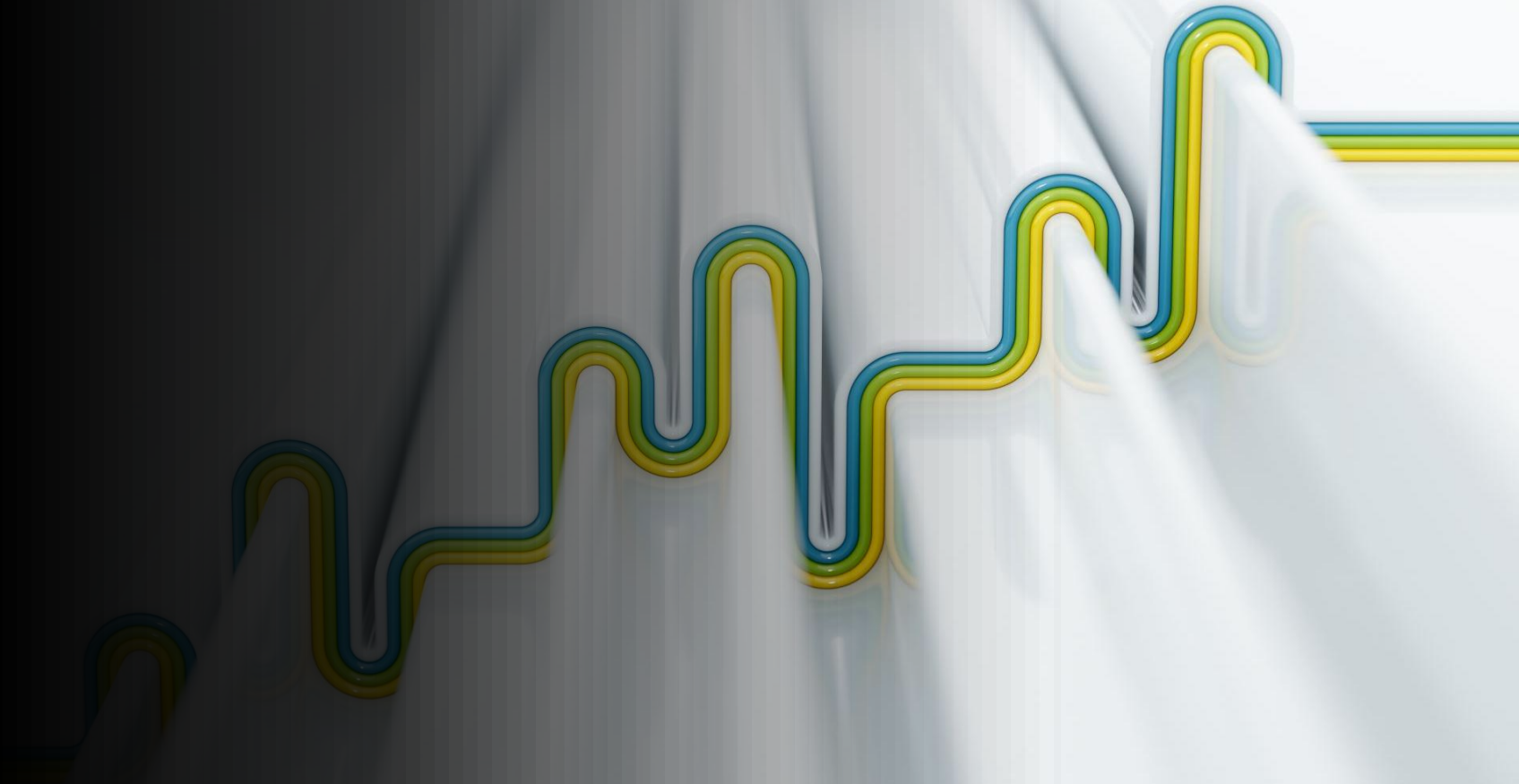
A way to project you
from legal action

RAISE YOUR HAND

- How many have implemented a PIP?
- How many have had that employee beat the PIP?
- How many still have that employee?



10-20% of
employees put
on PIPs
successfully
complete them.



What's the cost?

Time (HR)

Time (Manager)

- Documentation
- Explaining
- Gathering evidence
- Write up, review, revise....

Time (micromanaging employee)

Loss in productivity (morale)

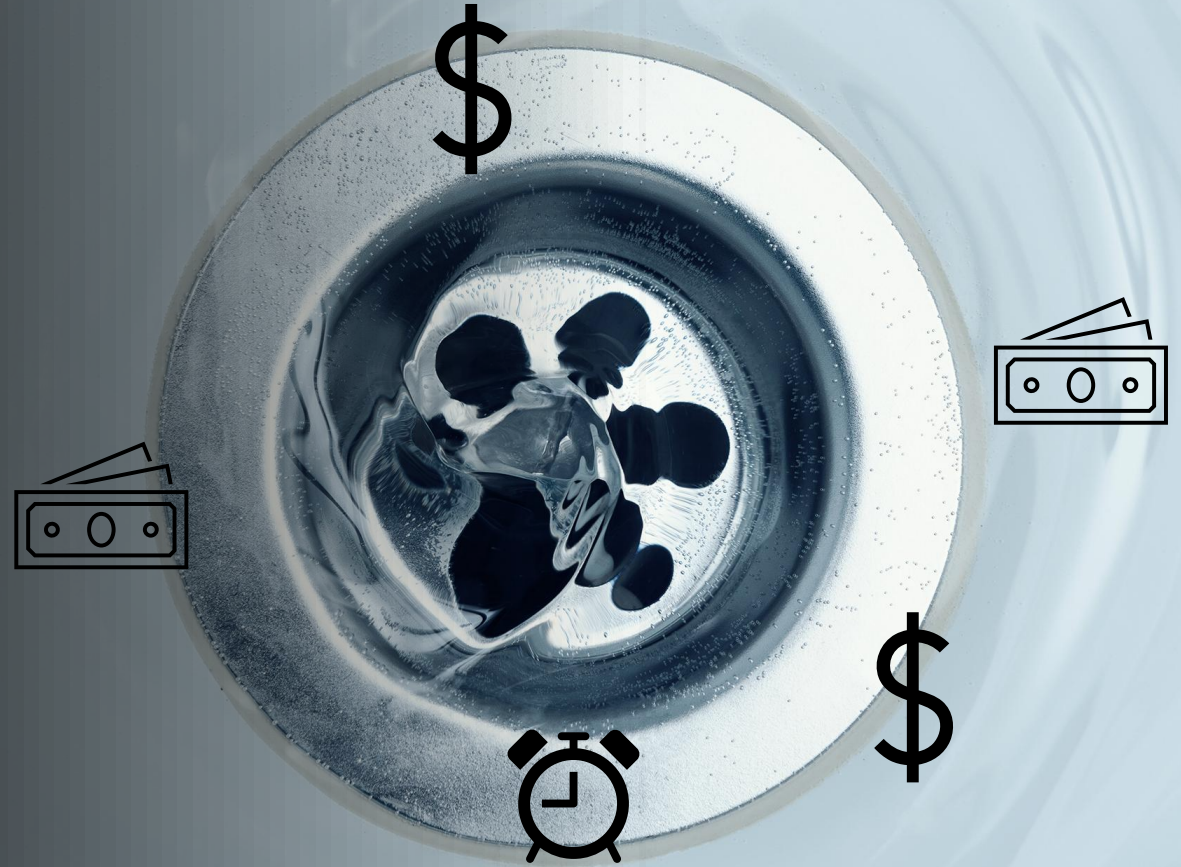
Did the PIP
work save the
employee?

Yes

No

No and it caused even
more damage

PIPs don't work

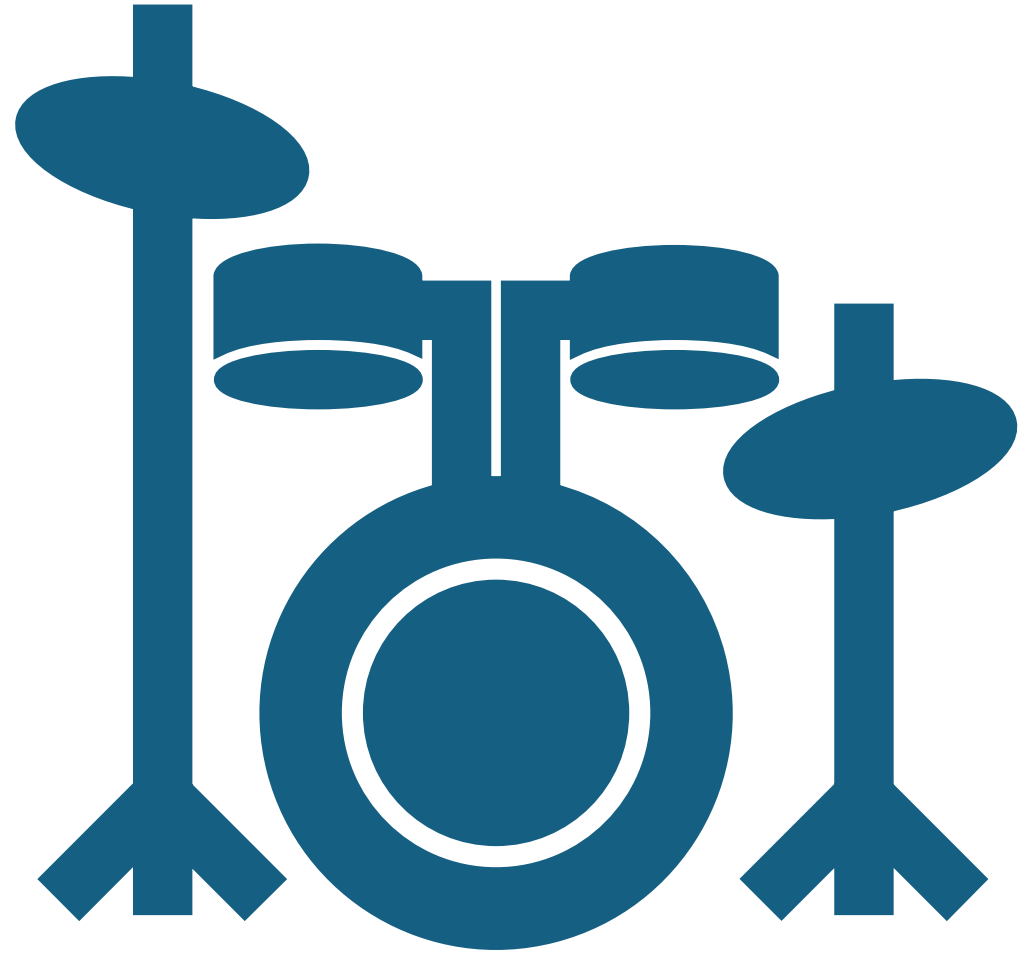


Volunteers

3 volunteers please

Who are you? Where
are you from?

-
1. Give me a beat
 2. Tell Person 1 to give us a beat
 3. Teach Person 1 how to give us a beat



Bridging the concept

1. Make me a bridge
2. Help them give me a bridge
3. Let me show you the kind of bridge I'm looking for, what it's for,



The right
bridge?



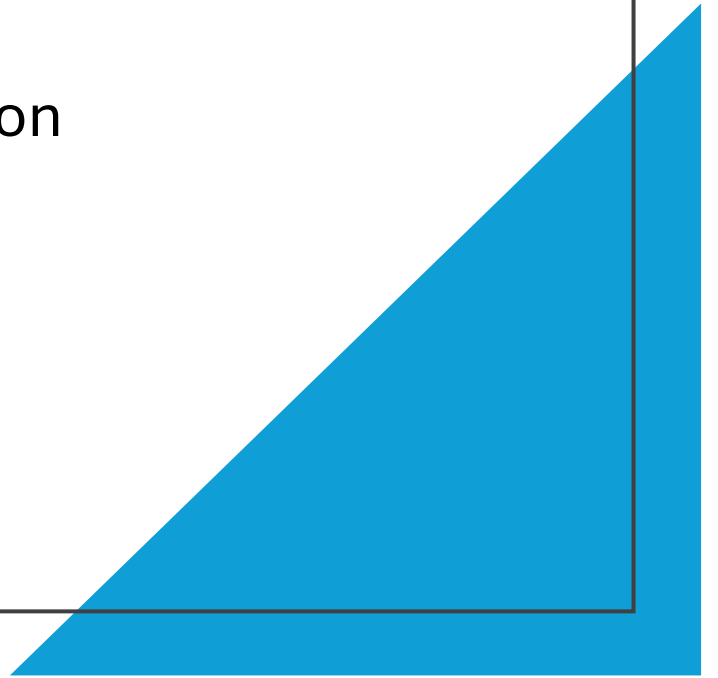
Q: What'd we
witness?

Audience?



Root of Performance issues

- Skill
- Will
- Capability
- Training/Communication
- Management



Root of Performance issues

- Skill
- Will
- Capability
- Training

- **MANAGEMENT**



We're NOT giving
MANAGERS the tools

Attendance issues

Employee Conflict

Adapt their style/approach

How to teach/guide/coach

I Got It

But do they?



Research



Douglas McGregor – 1960*

Theory X = employees dislike work, prefer to be directed and must be coerced/controlled through Supervision/Punishment to reach goals

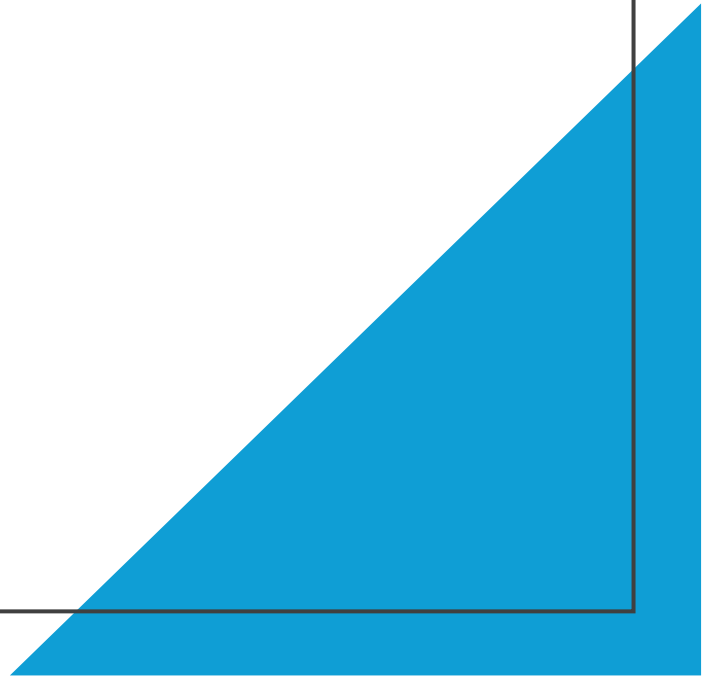
Theory Y = employees are intrinsically self-motivated, enjoy responsibility, and problem solving. They're capable of self-direction & control.

Deloitte's Performance Management model

Advocates for:

- Frequent Check-Ins
- Future Focused
- Simple, Action-Oriented Questions
- Strengths Based Approach

What approach do your
LEAST experienced
managers take?





What are you going to do about this?

+
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○

A) NOTHING

B) PASS THE BUCK

**C) BUILD MYSELF A
SMART GOAL TO
HELP THEM.**

Case Examples

Is it SKILL or Will?

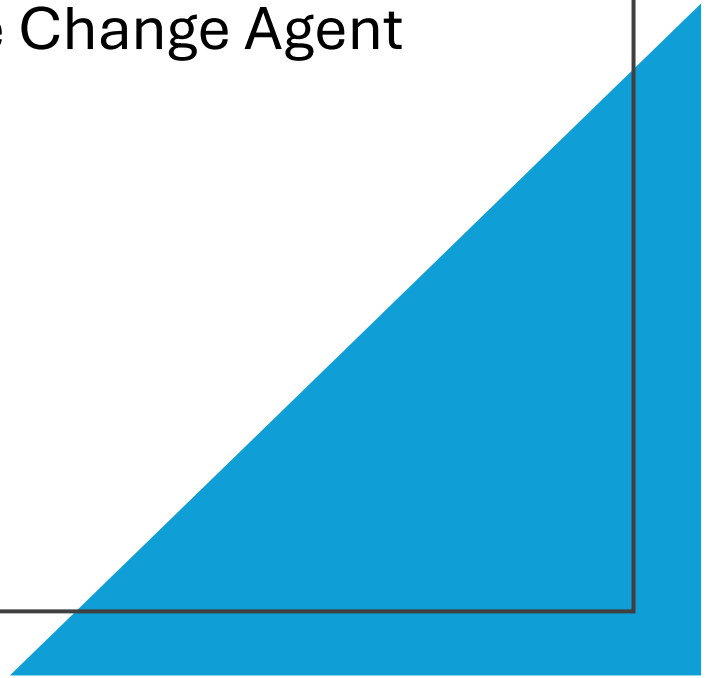
- Scenario 1: Sales Rep
- Scenario 2: Project Manager
- Scenario 3: Technician

As you listen, put yourself in someone else's shoes:

- The manager
- The employee
- HR
- Others on the outside

There's a better way

The Change Agent



Managers Need MORE



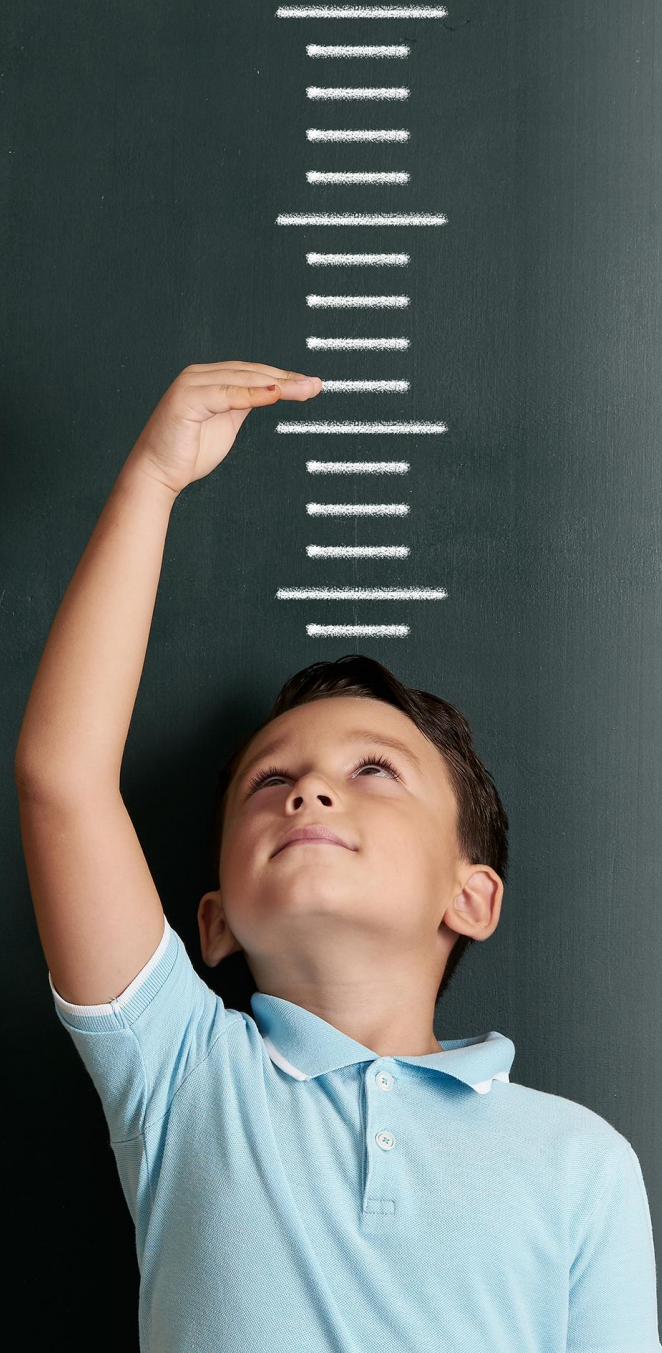
MORE ACCOUNTABILITY



MORE TRAINING



MORE PRACTICE



Q: What core skills do these managers need to **become** better people leaders?



Basecamp – Where are they now?

Worksheet - Rubric

1	2	3	4	5
Not Yet Evident	Emerging	Developing	Proficient	Exemplary
Little to no observable progress in this area. May not yet demonstrate awareness or understanding.	Beginning to show some awareness or understanding and is making initial attempts at change, but consistency is lacking.	Demonstrates a consistent understanding and application of new behaviors in some contexts but may still revert to old patterns under stress	Consistently demonstrates the desired behaviors across various contexts and shows a strong understanding of their impact.	Has fully integrated the behaviors, acts as a role model, and proactively seeks opportunities for further growth and refinement.

Another way to look at it....

1	2	3	4	5
Not Yet Evident	Emerging	Developing	Proficient	Exemplary
HUH?	Oh Yeah.....	I know, I know	I got it	I can TEACH it
Little to no observable progress in this area. May not yet demonstrate awareness or understanding.	Beginning to show some awareness or understanding and is making initial attempts at change, but consistency is lacking.	Demonstrates a consistent understanding and application of new behaviors in some contexts but may still revert to old patterns under stress	Consistently demonstrates the desired behaviors across various contexts and shows a strong understanding of their impact.	Has fully integrated the behaviors, acts as a role model, and proactively seeks opportunities for further growth and refinement.

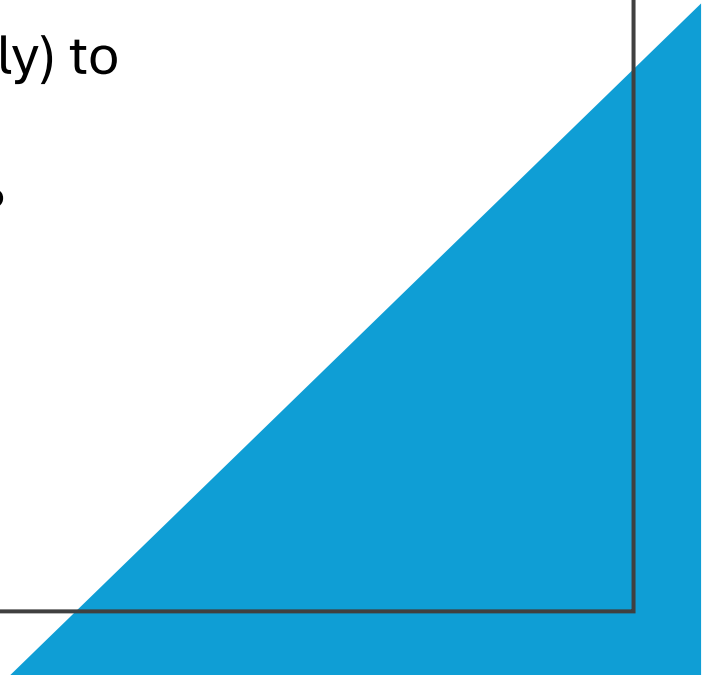
What does better look like?

- Where do we need them to get?
 - How will we measure it?
- Let's get them there!



WORKSHEET TIME

- Jot down the 3 biggest gaps they have (where are they now)
- What're 1-2 things we can practice with them (i.e. bi-weekly) to get them comfortable
- Sample schedule = How often will we practice it to own it?

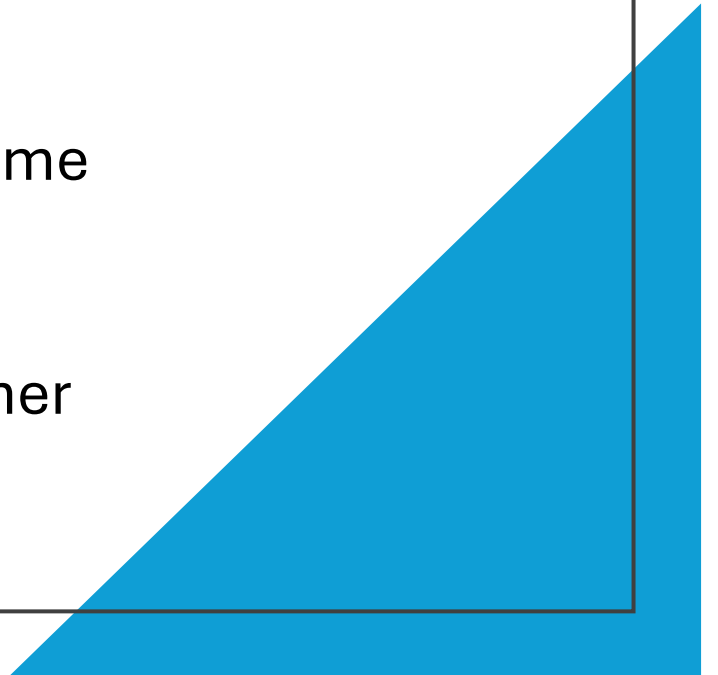




What if they
resist?

Starters

- I've noticed that when you're under duress, you tend to....
- That must create some level of discomfort
- What would it look like if we could have addressed some of Suzie's gaps 3 months ago when the signs started appearing?
- How would we have addressed those issues to align her results with company goals?



Excuses sound like...

- Let's wait til it comes up & THEN work on it...
- Let's talk about it "at some point"...
- You know what to do with this right?
- Read this and let me know if you have questions...
- That never happens to us...

nope. go

When people
come with
problems....



Practice sounds like...

- How do you think the conversation went?
- Grade yourself & explain why?
- What would someone else grade you
- How would I (HR or manager) grade you?
- What's one thing you would do differently?

Better Performance Conversations

*In your handout

- Rate managers & Self assess (1-5 scale)
 - How are they on ensuring they've communicated goals clearly?
 - Are the goals realistic?
 - How consistent is the manager with one-on-ones, check-ins, quarterly reviews?
 - Do you see concrete improvements from employees after specific feedback has been given? (or is there confusion)
 - Does the manager guide, coach, instruct based on the desired outcomes? (What, How, and Why)
 - Does the manager leverage the EE strengths to help them succeed? (Theory Y)
 - Celebrate success (small and large)

Another way

- What conversations are you 100% sure your managers are having?
- What conversations are your managers REALLY comfortable with? Vs. not?
- HOW are you getting them prepared for the inevitable?



Questions?



Slow down.
Do it better.



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Today's Resources

