

WHY EMPLOYEES DON'T DO

**YOU ASKED. THEY NODDED.
NOTHING HAPPENED.**



*A simple guide that breaks down 4 reasons why your team **'DON'T'** do, and reflective questions that actually drive action.*





Be Honest.

How often have you jumped to a conclusion & thought:

- ✘ They don't care
- ✘ They don't like this type of task
- ✘ They're prioritising something else
- ✘ They're doing it wrong
- ✘ They're lazy
- ✘ They're being disrespectful
- ✘ They're a poor performer

What if the *real* problem was your communication?

When team members '**DON'T**' do, most leaders assume it's a performance issue.

But more often? It's a communication issue. Your message has misfired. What you said... isn't always what they heard. And what they heard... might not have felt clear, relevant, urgent, or even doable.

We all process information differently, and we each have an unconscious bias to what information is the most important. Some of us need that facts, some need the process, some need the bigger picture, and some need to feel a personal connection.

As leaders, our unconscious bias will also determine **how we communicate**, which is why sometimes we leave out, or don't put emphasis on, particular pieces of information. And this is where the disconnect happens, and why **what is said, isn't always what's heard**.

When something isn't happening in your team...

...rather than starting with

❌ *Why aren't they doing it?*

...try starting with

✅ *What role have I played?*

✅ *What am I doing, or not doing, that's allowing this?*



The Accountability Trap.

A lot of leaders over-rely on accountability because it's usually visible and feels like control. We see something not being done right, and our first instinct is to hold the person accountable.

However accountability without ownership erodes high-performance. It creates a culture of blame. Accountability is necessary, but only once you are absolutely certain, as the leader, of the impact you have had on the situation, unintentionally or otherwise.

When the leader shows ownership, the team take notice. It creates a **culture of ownership** and, over time, the need to hold people accountable becomes less and less.

The DON'T Framework

When diagnosing why team members 'DON'T' do.



They just...

DON'T GET IT.

Your team member is quietly thinking to themselves...

"What do you actually want me to do?"

They don't understand the goal, expectation, or they think they are doing what you've asked. The issue lies somewhere in the 'WHAT'.



They're...

OPERATIONALLY STUCK

Your team member is quietly thinking to themselves...

"How am I meant to do this?"

You've possibly made an assumption that they already know how this should be done, where to start, or that they've got the time and the capacity to do it. The issue lies somewhere in the 'HOW'.

The DON'T Framework

When diagnosing why team member 'DON'T' do.



They've got...

NO MEANING

Your team member is quietly thinking to themselves...

"Why does this matter?"

They don't understand how this connects to the bigger picture, what's at stake, or it could be that there's no excitement behind it. The issue lies somewhere in the 'WHY'.



There is a...

TEAM DISCONNECT

Your team member is quietly thinking to themselves...

"Who will benefit from this?"

They don't understand what's in it for them, or for others, by them doing or not doing it. They may not understand the role everyone is playing. The issue lies somewhere in the 'WHO'.

Let's apply to your context!

Think of a situation happening right now where things are not happening how you want them to.

*You can use the **DON'T** framework to diagnose the real issue in 2 easy steps..*

Step 1 - Can you confidently answer the below questions?



What is the goal or desired outcome?

What is the expectation?

What are the important numbers, data points, or facts?



What is the process?

What is the very first step and deadline?

What capability and capacity would be required for this?



Why is this important?

How does it connect to your values?

If we succeed/achieve/complete, what does the future look like?



Who will be impacted most?

What support is available?

What role is everyone playing and why?

Step 2 - Can you say, with absolute certainty, that you have *communicated* these points to the person 'not doing'?

Found a blindspot?

Here's your next move as the leader....



Your Next Move...



DON'T GET IT

- ✓ Clarify the goal and expectations.
- ✓ Share the important data, facts, and metrics.
- ✓ Define what success looks like.



OPERATIONALLY STUCK

- ✓ Explain the process and what is step one.
- ✓ Offer additional training.
- ✓ Help with prioritising and clearing friction.



NO MEANING

- ✓ Clarify the connection to purpose/values.
- ✓ Explain the 'why'.
- ✓ Paint a compelling future.



TEAM DISCONNECT

- ✓ Highlight the impact on others and self.
- ✓ Reinforce shared ownership and support.
- ✓ Explain the role everyone is playing.

The RESET Conversation



You've identified a blindspot in your communication. Great!

Here is an example of what a 'reset' conversation might sound like.

Hi John, I noticed...

(insert issue not getting done)

...and part of that is **actually on me**.

I didn't clearly take you through...

(insert the D-O-N-T that needs addressing)

...so I'd like to go through that with you now...

(explain the missing D-O-N-T)

...What else is on your mind around this, or making this difficult for you?...

(always stay curious - give them an opportunity to share anything else)

Now that I've explained that more clearly, how will

(insert issue) be completed/resolved/delivered?

Thanks John! I really appreciate you prioritising this!



Why This Approach Works

- ✓ Models ownership from the leader.
- ✓ Creates the conditions for the team to own
- ✓ Creates clarity, minus the blame.
- ✓ Builds trust and psychological safety.
- ✓ Highlights responsibility and accountability.
- ✓ Addresses issues immediately (removes fear)

and the thing you want done, actually gets done!

At CMP Coaching, we help organisations create environments where high-performance and wellbeing genuinely co-exist through tailored leadership development programs and team workshops. For more information, please contact CMP Coaching on the details below.



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