### Performance Obstacles and Suggested Manager Actions

Below you will find each performance obstacle category defined, followed by suggested actions you as a manager can take to help minimize or remove the obstacle.

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<thead>
<tr>
<th>Performance Obstacle Category</th>
<th>Manager Actions</th>
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| Not enough time, conflicting job priorities, lack of opportunity to apply the learning? | 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 |
| Job responsibilities and accountabilities are not aligned with what the training taught? | 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 |
| The culture and peer pressure in our organization are not aligned with what the training was about? | 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 |
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| Personal disagreement or lack of belief in the training goals by the employee? | 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 |
| The employee lacks the confidence or ability to perform in the ways that the training taught? | 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 |
| Lack of measures and incentives to apply and support the things the training taught? | 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 |
| Lack of tools, information or other resources to do the things the training taught? | 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 |