Gill Main
Partnering 4 Performance

Setting Your People Up For
Success

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I remember my early days in leadership and in having overnight a team of 17 people to lead. Of course my company had not provided me with the necessary training and development to help me to do this successfully and I quickly found out I needed a different skill set to compliment the ones I had. A familiar story in many I have worked with over the years. In those early days as a leader I often set people up for failure in their day to day work and of course I didn't do this deliberately, I did this because I did not know any better.

When someone was failing to perform I learned over a period of time the first person I should look to for the reason for this should be me – their leader. I would strongly advise that any leader should do the same in the early stages of someone not performing as we would wish at work. Ask yourself the following questions when someone is not performing at something as well as you wish.

Success IS:

Skills and knowledge

Has the individual got the skills, and knowledge to be able carry out the task that is being asked of them?

Understanding

Has the person really understood what is expected, and why? Can there be any misunderstanding?

Clearly Communicated

How clear has required standards of performance from the individual been communicated to ensure it is understood? Could there be any 'assumptions' made about this clarity?

Coaching process

Has the leader as coach process been carried out to ensure understanding, skills and knowledge have been attained by the individual? Has this been done stage by stage with sufficient direction and support?

Evaluating & feedback

What measurement of success or failure is being used as a benchmark? Does the individual know this so they can see first if they are succeeding or failing? What feedback has the leader provided? and in what way has it been provided?

Sharing approach

When one of your team has a performance problem it is a joint one between the leader and the individual initially. Has a 'we are in it together' perspective been used?

Setting up for Success

It is the leaders role to set their individual up for success and following the guidelines given here is good practice. Of course if the leader has done all of the 'shared approach' and there is still a problem with performance, it will require a different process.

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Setting up for success!

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