



Why Smart Employees Underperform: 7 Hazards to Avoid

Leadership Results, Inc,
928 Riverstone Drive
Aurora, IL 60502



Why Smart Employees Underperform: 7 Hazards to Avoid

1. Inadequate capability
2. Poor job fit
3. Fuzzy goals and accountabilities
4. Poor relationship with manager
5. Poor relationship with co-workers
6. Health and wellness issues
7. Physical and environmental factors

Why Smart Employees Underperform: 7 Hazards to Avoid

1. Inadequate capability



Don't judge a book by its cover, and don't believe what you read on a resume!

- Capability refers to the skills, tools and experience that a person needs in order to successfully perform her job
- Diagnostics that help you identify if an underperforming employee has adequate capability:
 - Skills
 - Tools
 - Experience

Why Smart Employees Underperform: 7 Hazards to Avoid

2. Poor job fit



“Fit” reflects the behaviors and interests needed to succeed in a job

- Many people fall into the trap of choosing a profession or job that is a bad fit
- Our “mental DNA” is almost formed by the time we are 20 years old
- Skills can be taught, but behaviors are much more difficult to change
 - It is important to understand a person’s innate behaviors & interests when trying to match him with the right job

Why Smart Employees Underperform: 7 Hazards to Avoid

3. Fuzzy goals and accountabilities

Clear goals help focus and motivate employees to achieve the desired results

- Use SMART goals to create clarity and improve the employee's performance:

Specific

Measurable

Aligned

Realistic

Timed



Why Smart Employees Underperform: 7 Hazards to Avoid

4. Poor relationship with manager

Do as I say and not as I do...clear as mud!

- Two common flashpoints that adversely impact performance.

1. The employee is unclear about the manager's expectations
2. Managers fail to adapt their styles to the employees' preferred styles.



Why Smart Employees Underperform: 7 Hazards to Avoid

5. Poor relationship with co-workers

Can't we just all get along?

- Four primary factors that harm relationships among co-workers:
 1. Insensitivity toward others
 2. Unclear accountability
 3. Poor cultural fit
 4. Incompatible styles



Why Smart Employees Underperform: 7 Hazards to Avoid

6. Health and wellness issues



An ounce of prevention is worth a pound of cure

- A comprehensive worksite health promotion program typically contains six elements:
 1. Education about—and encouragement of—healthy living, focusing on overarching lifestyle changes. (Approximately \$260 billion in output is lost each year in the US because of health-related problems)
 2. Supportive social and physical environments. (Employees spend approximately 36% of their total waking hours at work, making work the ideal place to improve attitudes and behaviors)
 3. Linkage to related programs that help employees balance work and family life.
 4. Worksite screening programs
 5. Processes for supporting individual behavior change with follow-up interventions
 6. A continuous improvement process that enhances the program's effectiveness

Why Smart Employees Underperform: 7 Hazards to Avoid

7. Physical and environmental factors



Snug as a bug in a rug

Summary:

Why Smart Employees Underperform: 7 Hazards to Avoid

1. Inadequate capability
2. Poor job fit
3. Fuzzy goals and accountabilities
4. Poor relationship with manager
5. Poor relationship with co-workers
6. Health and wellness issues
7. Physical and environmental factors