

Ask Quint: #909

Subject: Low Performers

**Question:** What is a reasonable expected turn around time for a low performer, and how do you know when your efforts are not going to get results?

**Answer:** It depends on situation and trend. For example, for some the issues won't be time but performance. Such as, if you do this again, there are consequences. If the low performer is on the final warning then the timeline is now. If it is a skill set issue, I feel the leader will know the appropriate amount of time. I find if the low performer's attitude is good, then 90 days is used most often. If his or her attitude is difficult, use a shorter the timeframe. If measures are objective (such as transcription), then the leader must ask about person trending in the timeframe needed. One time, I had a person who was improving but it became apparent that she would not be able to achieve performance needed, so I let her go. Of course all departures are done in a value-driven way. With leaders, we would say for a performance issue, "You have 90 days to achieve these results. We will train and support you, but if at the 90 day mark results do not hit the target, a change will be made." A few closing tips, if you are more worried about someone's success than they are, it is time to end the relationship.