



THE UNDERPERFORMANCE CONVERSATION

In every sales leader's career, there exist these really tough conversations that must be had. On any given team, at any given time, there are sellers overperforming against goals and there are - unfortunately - sellers underperforming against goals. The purpose of the Underperformance Conversation is to accomplish one of two things; turn around a poor performer, or move them out of the organization. Either one is a great outcome... for you and for them.

RULES OF ENGAGEMENT

Frequency	As needed (but probably more than you think)
Duration	No more than 30 minutes
Preparation	<p>Coachee: None</p> <p>Coach: Detailed, current attainment numbers; Ranking on team</p>
Execution	<p>Knowledge: Understand how far underwater your coachee is and how far they have to go to get back on track</p> <p>Skill: Discuss and lock down concrete, immediate actions coachee can take to correct performance</p> <p>Discipline: Signal immediately that this is going to be a tough conversation</p>
Outcome	Correct performance or terminate

AVOID THESE TRAPS

1. **Wishing it weren't true**
2. **Letting coachee off the hook**
3. **Being too busy to have this conversation**
4. **Hiding a coachee's underperformance**
5. **Firing someone too fast without having this conversation**
6. **Not writing down immediate actions to be taken**
7. **Failing to have seller sign next to those actions**

