

Indicators of Impending Performance Crisis

Collected from years of managing, coaching, and training, these are common and consistent indicators that managers are not leading well and may not see performance crisis headed their way.

Place a check mark beside each indicator that you have noticed with the manager and his/her team in the last three months.

*Those in **bold** are “key” indicators. Pay close attention when you see these.*

Behaviors of Manager or Team Lead:

- There is a general behavior change that is erratic, inconsistent, unhealthy.
- Exhibits no true sense of urgency.
- Most often speaks negatively about the team.**
- Doesn't take ownership of the work - lack of accountability.**
- Does it all – lack of delegation.
- Rarely asks for help, even when struggling.
- Doesn't do the job well and/or doesn't know the job.
- Doesn't know what's going on with team, colleagues, product, or company.**
- Leaves the office frequently and can't be found when needed.**
- Works long hours, but does not get tasks done and misses deadlines.
- Too busy or afraid to leave the office for a day off or vacation.
- Doesn't know/recognize colleagues or clients.
- Often blames others. Says “they”, “corporate”, “bosses” are the reason for problems.
- Little buy-in into company philosophy/policies and being verbal about it.**
- Doesn't confront employee performance issues.
- He/she is all about the power in the position/role.
- Accuses others. Says things like “they are against me”, “they don't like me”, etc.
- Is defensive or makes excuses.
- Doesn't pay attention to the task/person at hand. The next thing is more important.
- Often cancels appointments. Seems not to have time to make or keep appointments.
- Doesn't model the expectations.

- Disrespectful to customers - employees, client, vendors, etc.**
- Office is cluttered and/or disorganized.
- Has many personal issues that get in the way of work responsibilities.
- Not truthful or trusting.**
- Avoids discussions of own performance.
- When in the office, the door is always shut.
- Expectations are repeated to his/her frequently, but little forward movement.
- Lack of follow through.
- Inflexible.
- Too busy to meet with supervisor.**
- More reactive than proactive.

People/Relationship Signs:

- Employees do not interact with the manager in the same comfortable manner they have in the past.
- Silence at employee meetings.**
- Employees want frequent time off; often calls in sick. They just don't want to be there.**
- Employees begin asking other managers or HR about policies and procedures.
- No one on the team seems excited, energetic, or creative.**
- Issues become power struggles.
- Customers contact the organization or supervisors suddenly, with greater frequency, and increased in urgency.
- No one feels a sense of responsibility. It is someone else's problem.
- Does not attend manager or colleague meetings and events.
- People lose respect for the manager.
- Client complaints going to executives.**
- When asked how are things going, the frequent answer is "Everything is fine".
- More frequent disputes among the team.
- Low employee morale and engagement.

Operational Signs:

- Financial decline without explanation.
- Systems and program expectations are not in place.
- Policies and procedures not followed. New policies not implemented.**
- Increased health and safety issues.**
- Unexplained (high) employee turnover and customer sales down.
- Manager is not very involved because it is an unpleasant place to be.
- Routine meetings not taking place - employees meetings, team meetings, etc.
- Facility issues not resolved.**
- Basic tasks not getting done.
- Financial reporting is inaccurate.
- Work environment feels tense - no eye contact, no introductions, people are dismissive.
- Quality scores very low, regulatory visits and reports show non-compliance.**

How many items are checked? _____

How many BOLD items checked? _____

One or a few boxes checked may not indicate an impending crisis.
If many or most boxes are checked, manager intervention is required.