



Why We Tolerate Low-Performing People



Increase Your Odds
of Success with
Leadership Alignment

TOM OLIVO
Success Profiles, Inc

Why We Tolerate Low-Performing People

Why is it that leaders and managers tolerate low performers or disruptive behavior in people? There are usually one or more reasons for this unhealthy business practice.

Here is the top 10 list:

1. Believing that the person will improve or turn around their performance or behavior. This often takes the form of believing that one conversation has the ability to illuminate and change a problem employee.
2. The fear of losing some specific technical skill, experience, competency, or knowledge that the department needs.
3. The mindset that “better the devil you know than the devil you don’t.”
4. Discounting the bad behavior, issue, or collateral damage that is occurring; believing that things are really not that bad or rationalizing the situation by believing everyone must be contributing to the problem. (While we like to think that a conflict always has two sides, this obfuscates the issue of a truly low performer causing problems to begin with. Toxic team members instigate conflict and will never bring out the best of even A-players.)
5. A lack of hiring capability to replace the person with someone who is at least as capable, including the training inconvenience and/or possible time drain to get the person “up to speed” with the job or role.
6. The “yeah but” security blanket or insurance that the person represents, providing peace of mind for some specific issue. “Yeah but, she is really good if we have a Joint Commission inspection site visit.”
7. Fear of confrontation or reluctance to have a coaching conversation about poor performance.
8. The mindset that “it’s good enough.” Not recognizing what upside is possible with a person who is superior or believing that in this marketplace, this is as good as it gets.
9. Not being able to measure the degree of sub-optimized, negative, or value-subtracted contribution.
10. Believing the person is only bad, negative, or disruptive with select individuals or is only a jerk in specific circumstances.

In corporate America, there is a distorted belief that we can somehow change people into something that they are not. We invest significant amounts of time, energy, and financial resources in an effort to “develop” or even “fix” people who are not a good fit for the role they are assigned. This seldom works, and poor performers left in place can drag down an entire department.



For more information, please contact us at: *Right People Right Roles* 406-582-8884,
www.rightpeoplerrightroles.com