
Managing Performance with **Clarity and Empathy**

Rod García

Senior Director of Engineering at Slack

Hello 🙌 !

My name is Rod García.

I grew up in Chile 🇨🇱 but also I have family from Spain 🇪🇸.

I live in Long Island, NY 🗽.

I'm Senior Director of Engineering at Slack 🧑🏻.



Addressing Underperformance Session



We are starting here

The most **important** job that a manager has



*The job to help team members to
improve, grow and contribute better to
the business*

What is Performance
Management?



There are so many definitions...

Performance Management is about creating a supportive work environment for your top performers

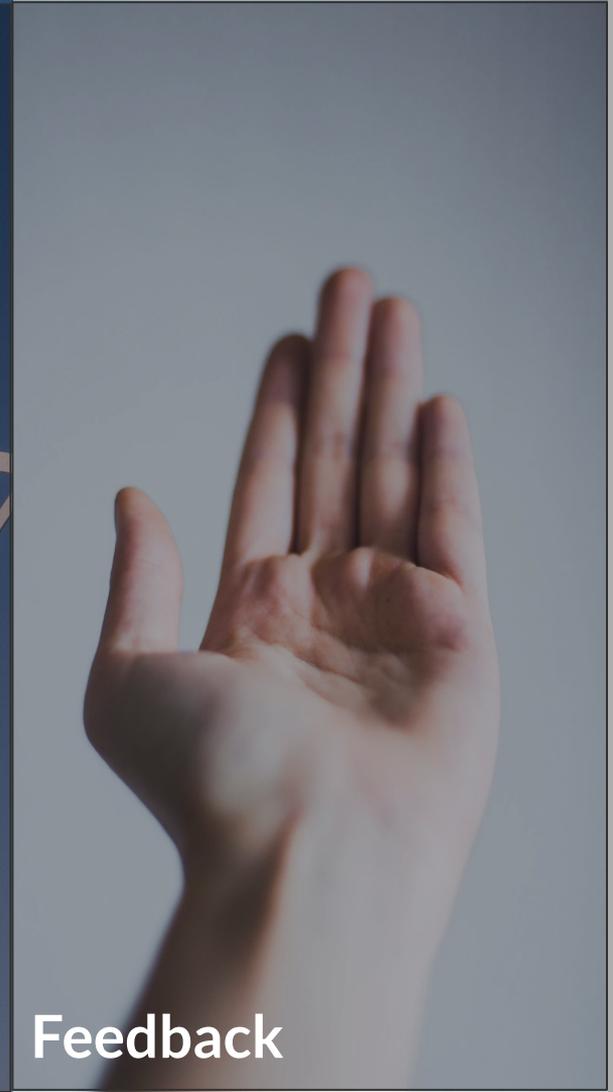
*Performance management happens when someone is not doing their job well.
etc.*

Performance management happens as part of the yearly reviews

Performance management is a **permanent process** that has two areas



Context



Feedback

Building Context.

Introducing Finley's story...

Two alternatives:

1. Your intuition tells you that Finley might be doing this on purpose, so you make the decision to go and tell them that they are not doing their job.
2. You want to understand more what's happening and what's driving Finley behavior.



Context

One **core principle** to decide

No one underperforms
because they want to

Context



Three variables:

Team member
perception



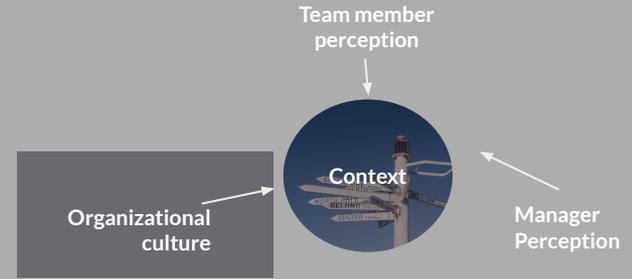
Organizational
culture



Manager
Perception

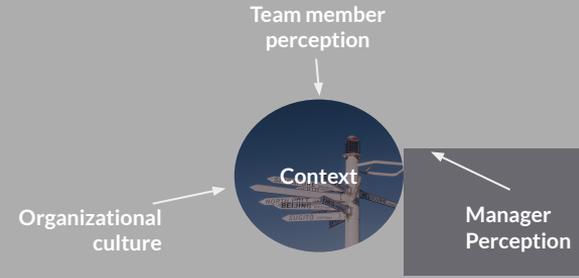


Organizational Culture



Implicit set of standards and values that evolves with the teams over time.

Manager Perception

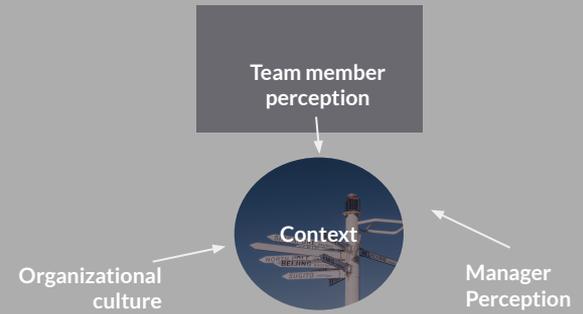


*a way of regarding, understanding, or **interpreting** something*

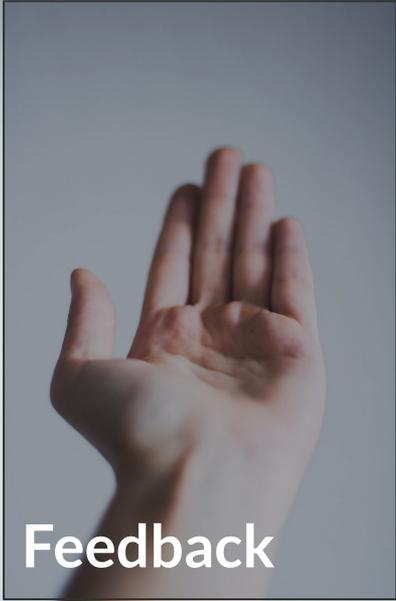
Team member perception

There are several ways to approach this conversation, but always the simpler approach works well:

Hello! How is it going? I was wondering about your experience working on this feature for you?



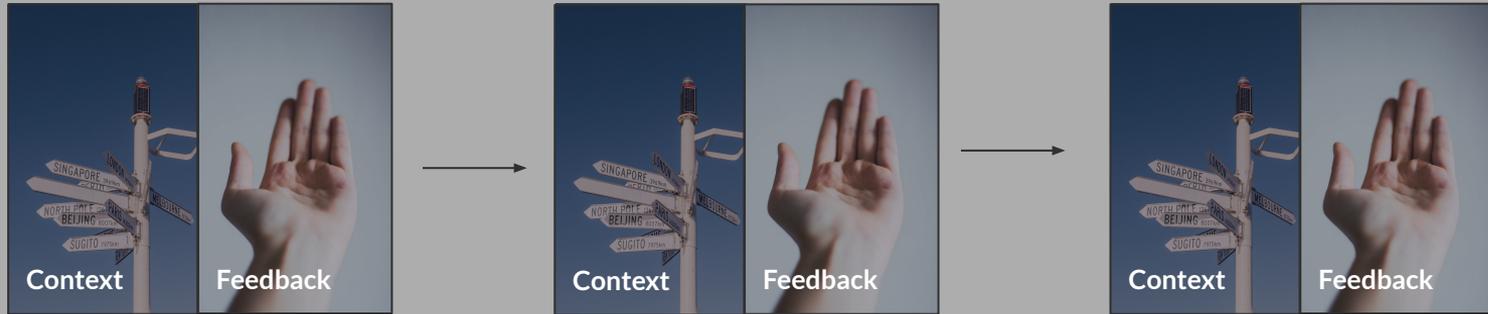
Getting ready to deliver the feedback



Observations -> Impact

What if things doesn't improve?

You can repeat this process multiple times to ensure the observations and impact of the behavior is clear. In case improvements doesn't happen in a defined time with your people partner and your manager, you can communicate “you are not performing the expectations of your role”.



Closing

- These conversations are not easy.
- You have a person in front of you, that has an opportunity to improve in their carer.
- When you have this on mind, this process will be easier.

