

Driving positive change through performance improvement plans (aka PIPs)

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One of the most challenging processes

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- Telling someone you care about that their performance is “not good enough”
- Impact on the person involved
- Impact on the team

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For employees: Scary prospect

- Usually redundant step before terminating a contract
- Current situation of layoffs and instability

One of the most challenging processes



Everyone understands
the importance

Nobody is excited about
the prospect

We end up with processes that happen
too rarely and too late

The background is a solid pink color. In the top right corner, there are several overlapping geometric shapes: a dark pink square, a medium pink square, and a light pink square, all partially cut off by the edge of the frame.

**What are we *really*
trying to achieve?**

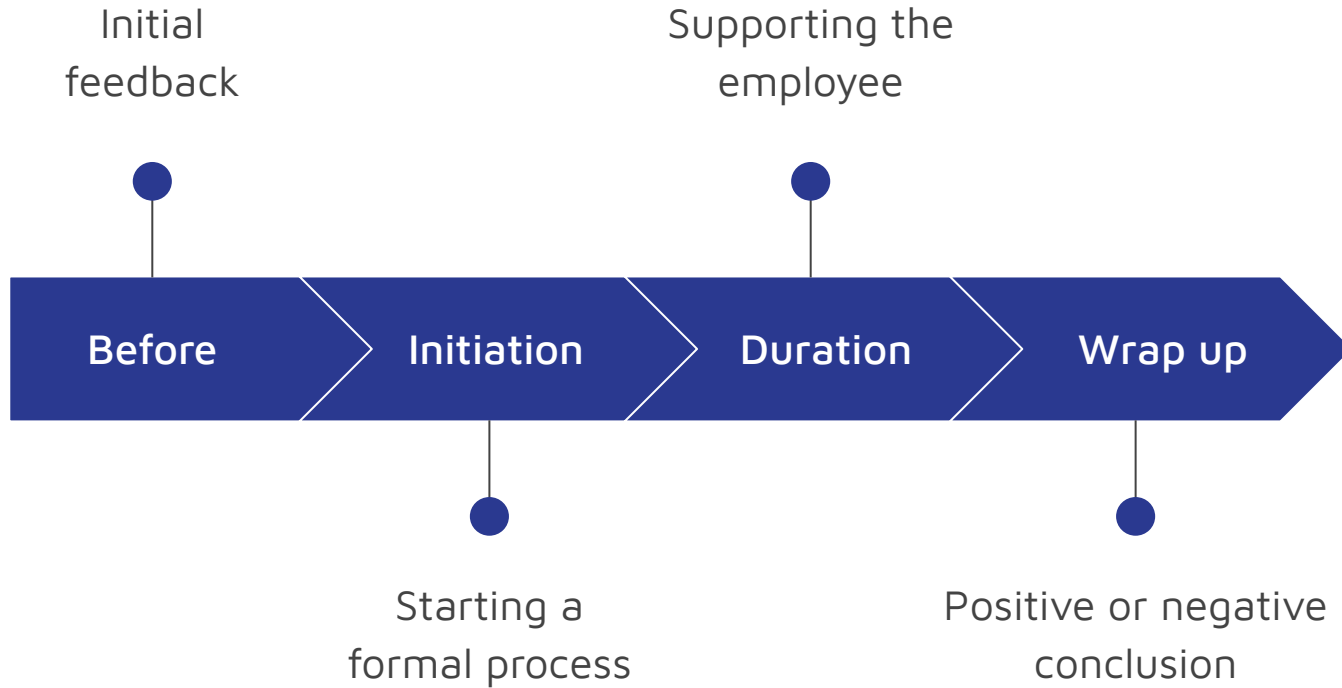
What are we *really* trying to achieve?

Improving the relationship between the person and the company

- Let's set our employees up for success
- Accept that it's not always going to work (my personal success rate is ~50%)



The 4 stages



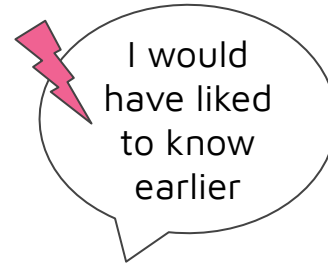
Stage 1: Before

Initial feedback

Trying to **avoid** the PIP

Don't wait for multiple occurrences

Sometimes a hint is enough



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Actively start working towards improvement

Discuss a **development plan**

Try to find the **underlying reason**


Set it up **informally** but communicate **clear expectations**

Frequent **follow ups** in 1:1s

Did it work? Congrats! 🎉


Stage 2: Initiation

Ensure the employee understands the full meaning

 The objective is to make the relationship work

 Outcomes (good and bad)


 **Measurable** evaluation criteria

 Expected **positive trend** before “point of no return”




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Additional information to get off on the right foot

Get the **person’s feedback** on the plan and answer questions

Identify **potential barriers and support** they made need



Stage 3: Duration

Frequent follow ups

Base feedback on **evaluation criteria and metrics**

Improvements → **encourage & celebrate!** 🎉

Concerns → **raise them early!** 😞

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Build a support network

Engage the team

- **Keep confidential** that there is an ongoing process!
- “X and me are looking into improving this aspect, could you help?”

Mindful backlog prioritization

Stage 4: Wrap up (and next steps)

Include HR - they should document the conclusion of the process

It didn't work out...

Final review of unsatisfied criteria

Who delivers the message about contract termination?

Clarify next steps: end of contract date, holidays, garden leave, company hardware...

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It all went well!

Celebrate success

Follow up actions?

Keep it in the back of your mind (or 1:1 agenda)

What could it look like for you?

