

## **Article: Newsletter January 2012**

### **A Case Study: Poor performance**

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While doing consultation work at one of the big banks, one of the managers called me in, desperately looking for answers about one of their underperforming team leaders. After spending some time with the manager, it became clear that this individual was promoted into a team leader position almost by default. He was a long serving individual and a top performer in another team, he applied for the team leader's position and got promoted. According to the manager, he under-performed ever since he moved to this team and they are at a point where they now want to performance manage him.

The individual completed Shadowmatch and we compared his results to that of the top performing team leaders in his division. We could immediately see why he was not performing. This individual's strongest habits are responsiveness, to simplify, problem solving, self-confidence, innovation and conceptual fitness. Compared to the top performing team leaders doing the same job, this individual's conceptual fitness is twice as strong. This is a clear indication that there are not enough problems/challenges for this individual to solve in this role and he can therefore become bored and destructive resulting in under performance. It also became clear that about 80% of the job is routine work. This individual's lowest behavior pattern is routine. In other words, doing things according to patterns of sameness is not a natural pattern for this individual. Every time routine is required; he will have to plan his actions. For him routine is not a natural pattern and it will take energy to fit into a routine environment. Because this is the nature of the job, he will have to continuously draw on a behavior pattern that doesn't come naturally for him and therefore runs the risk of running out of energy. This in turn will result in under performance. Whilst dealing with routine work all the time, he cannot tap into his natural strong habits of conceptual strength, to simplify, problem solving & innovation.

In conclusion, the individual under performs because he is in the wrong team doing the wrong work. For this individual to flourish, he needs to be given challenging work with deadlines. He needs to solve problems and he needs to work under pressure. Don't give him routine work.