

## 2. Issue: Performance Issues

**Scenario:** Jenny, an experienced graphic designer, has been struggling to meet her deadlines, and the quality of her work has significantly declined over the past few months. Her manager has noticed this drop in performance but is unsure whether it's due to personal issues or a lack of motivation.

Question: Identify what the issue at this workplace is. You must suggest **TWO (2)** solutions to solve this issue and provide justification for each solution.

### SUGGESTED ANSWER:

#### **Solution 1: Conduct a One-on-One Performance Review to Identify Underlying Issues, Followed by Counseling if Necessary**

**Elaboration:** The first step to address Jenny's performance issues should be a **one-on-one performance review**. This meeting between Jenny and her manager allows for a private and open conversation to explore the root causes of her declining performance. The goal is to create a safe space where Jenny feels comfortable discussing any personal, professional, or motivational issues that may be affecting her work.

Key aspects to cover in the performance review:

- **Evaluation of Current Performance:** The manager should provide Jenny with specific examples of where her work has not met expectations, such as missed deadlines or declining quality. It's important to be factual and avoid blame, focusing instead on observations and constructive feedback.
- **Active Listening:** The manager should ask Jenny open-ended questions to better understand her perspective. This could include inquiries like, "Has anything changed in your work environment?" or "Are there any personal or professional challenges that are impacting your performance?" Active listening shows empathy and builds trust.
- **Support and Solutions:** If Jenny reveals personal issues (e.g., health, family concerns) that are affecting her work, the manager could explore possible **counseling or Employee Assistance Programs (EAPs)**. If the cause is related to a lack of motivation or engagement, then the focus can shift toward re-establishing clear goals and expectations.

**Justification:** A one-on-one performance review ensures that the manager has a clear understanding of Jenny's situation before taking further action. By providing a private setting, the manager encourages open and honest dialogue, which is essential for identifying whether the performance decline is due to personal struggles, burnout, or other factors. Counseling, if needed, offers professional support that can help Jenny manage her personal or emotional challenges, leading to

improved performance. This personal approach shows the employee that the company values their well-being and wants to help them succeed.

## **Solution 2: Seek Personal Development (Training, Seminar, Workshop) to Address Skill Gaps**

**Elaboration:** If, after the one-on-one review, it's determined that Jenny's performance issues are related to **skill gaps** or the need for creative rejuvenation, the next step is to focus on her **personal development**. Even experienced employees can sometimes encounter new challenges or technologies that make their previous knowledge or skills less effective. Offering Jenny opportunities for professional development can help her regain confidence and motivation.

Key development actions could include:

- **Targeted Training Programs:** If there are specific areas where Jenny's skills have fallen behind (e.g., new graphic design software or techniques), enrolling her in a relevant **training program** can help her upgrade her skills.
- **Workshops and Seminars:** Attending **creative workshops or industry seminars** could inspire Jenny and introduce her to the latest trends, tools, and techniques in graphic design. This could re-energize her creative process.
- **Mentorship or Peer Support:** Pairing Jenny with a mentor or colleague who excels in areas she may be struggling with can provide her with on-the-job learning and support.

**Justification:** Offering personal development opportunities shows Jenny that the company is willing to invest in her growth. This can be a powerful motivator, especially if her performance decline is due to feeling stagnant or outdated in her skills. Training and workshops not only address immediate skill gaps but can also help Jenny feel more confident in her abilities, leading to higher-quality work and improved job satisfaction. Moreover, the opportunity for development can reignite her passion for her role, ultimately benefiting both Jenny and the company.