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| Approach: **Focusing on Performance** |
| Name: **Ann Norton**  Role: **Head of Department, SBS** |
| There was an occasion where someone disagreed with an approach we were taking and threatened to disengage with a key task. I had to be clear that that was their job and responsibility and if they were to disengage then that would have a serious impact on others in their team.  Sometimes you do have to challenge back.  A lot of the time when people behave aggressively towards you it is often because they feel threatened, where they don't feel safe, have concerns about their job security or status. Sometimes you need to just reassure that you'll be fair, particularly in a change process. Being fair and straight with people is incredibly important.    When you have you deliver a difficult message you have to be resilient. It can take it out of you emotionally . ***In dealing with difficult and complex staff performance issues it is important to set clear boundaries, be really clear what the issue is.***  It is tough but the important thing is to be factual and not emotional in how you deal with the member of staff .  It doesn’t make it easy – performance issues are  difficult to deal with as we are all human. |