



Episode 5 - You & I Are Good, You & The Role Are Not

This is a common and difficult leadership moment. Simply put, how do you address performance issues?

“Everybody is in leadership, someday, somehow, someplace. At home, church, workplace... leadership is simply looking back and seeing somebody following you, influenced by you and learning from you.” - Seth Campbell

As a leader, when you're confronted with someone that's not performing well or was performing well before but has slowed down, there tends to be an internal dialogue on the leader's part.

Some leaders lean towards ignoring the conversation while some take responsibility (because everything rises and falls on leadership) and run towards the conversation.

It tends to be one of these 3 channels -

1. I think it's my fault - I didn't really follow up, I didn't double-check, follow through, hold them accountable or I didn't train them enough.
2. They need more time.
3. Is it the right person... or the wrong person?

The Channels of Addressing Performance Issues

1. Taking Responsibility - No follow-up

Here are some questions I typically ask of leaders I work with when working on this topic.

Q1: What's the goal?

I want to find out if it's an opinion or if it's clear. I'm looking for crystal clarity - Is there a number or measurable? This must be created for even qualitative activities.

For example customer service - can we measure that?

Yes! We can create a scoring system.

“As a leader, you must find a way to put a measurement on qualitative things.” - Seth Campbell

Q2: Is the goal moving or stable?

Sometimes leaders set moving targets. They move from one thing to another every week.

It is certainly difficult to keep up with a moving target.

You have to maintain consistency in what the goal is and how it is being measured in order for someone to realistically be able to achieve the desired outcome.

Here's an example - in sports, what if as you're playing the game, the way in which you earn points keeps changing?

This is not going to build skill. Maybe it will build flexibility... yet at some point you will not win.

Q3: Is it well-spoken or ignored?

When you don't restate it (the goals and expectations), it's your fault. Is it on a chart, can it be seen? Do we talk about it again?

How do you solve this? Set a new timeline, move back into clarity, restate it and refocus.

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Of course, there are branches of - Is it my fault, did I not train them enough?

I often ask, did you teach them how to be resourceful? You do not want to be the ceiling or the expert. You must teach them how to go out and find other resources.

Did you empower them to get their own training?

Whenever I hear this, I usually ask the leader, “Who trained you?”

Most of the time, the answer is nobody.

Exactly. That’s the real world. We learn by doing.

I’m not saying we don’t have an obligation to develop and train people - but more than that, we have an obligation to remind people that we live in a world that already has plenty of easily accessible answers.

“We must remind people that they are in a world that has plenty of answers. Our job as leaders is to help people find those resources and make sure the resources align with our ultimate goal.” - Seth Campbell

2. Giving more time

It is possible that they might just need more time.

But, more time comes only after you’ve created more clarity, more training or opportunities for resourcefulness. It cannot be more time with them working as they currently do.

There must now be very clear, short-term milestones.

You have to get the person to the ultimate place of performance. You have to get them to get up and take action.

“The ultimate place of performance is when one knows what’s to be done and does it on time.” - Seth Campbell

You need to make sure that things are so clear and that they have the examples to go off of so you can properly determine... are they simply deciding to just not do it?

If so, then that is unacceptable.

3. Do I have the wrong person?

“There are no wrong people, only wrong roles.” - Seth Campbell

As a leader, I want you to get into that mind-space. I firmly believe God gave every person on earth a specific talent, and there is a role for each person.

Even in hiring, in the interview it will become apparent that I have the right person, but I do not have the right role for them.

Still... when you are in a performance issue, it's not about the person. It's about the job.

**“When you have the wrong job for the right person, it's your fault. That's why everything rises and falls on leadership.”
- Seth Campbell**

(Be sure to listen to the full episode for stories and examples from Seth about experiences with his own leaders!)

So remember, when you encounter a situation where you have a misalignment of people or roles, think about the following...

What is your mission and vision? Be clear.

Then, quantify your goals. How do you know you're making an impact and how will you measure it? Does this work towards your mission?

Finally, create roles that exist to meet those goals. These roles must have big rocks; goals and activities that directly impact your mission.

Do you have someone in that role that can carry it through? If not, use the tactics I discussed to determine, is this the right role for this person?

You and I Are Good, You and the Role Are Not

As a leader, many times, the reason we avoid these conversations on performance is because we (as humans) make it about the person being wrong. It's uncomfortable, and is easy to assume.

However, if we can get to a separation of, “you and I are good, you and that role are not good. I love you enough to help you be better at that or find the role that is better for you.” you will help them have clarity around the role and how they can best serve the organization and themselves.

It will no longer be about them being wrong. It will be about serving the mission and their personal mission in life.

Then that’s being a good steward of leadership.

Leadership is stewardship. This means to take care of something, cultivate it, and make it more fruitful.

Be a steward for not just your business but for your people. If they are in the wrong role, help them get back on track or help them find the right role for them.

Summary: The Channels of Addressing Performance Issues

1. Taking Responsibility (No follow-up, no training).
2. Giving more time.
3. Do I have the wrong person?

Remember - drive the mission. That’s how you make a generational impact.

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Discussion Guide:

1. Are you currently experiencing issues with performance inside of your organization? With who and why?

2. What is your plan of action for addressing these issues? Using the tactics in this episode create a game-plan so you can be a steward for your organization and your employee.

3. How can you avoid performance issues in the future so you can keep your business in motion? Using the strategies learned in this episode, how can you be proactive?

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