



# Why Employees Fail to Meet Performance Expectations

and How to Fix the Problem - Vernon Williams

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1. The author's primary premise is - "all employees have unlimited potential for achievement". Has this been your mantra in managing others? Why or why not?
2. Vernon goes on to proclaim - "the ultimate accountability for performance lies with the supervisor". What does he mean by this? How could you apply this?
3. In a study cited by Vernon, it was found that 80% of employees say they could perform significantly better if they wanted to. What factors might contribute to this statistic in your organization?
4. In this book the author provides 8 key steps to insure that job training is appropriate and is transferred to the job. During the interview he discusses Step 3 - determine the need for training as a solution to performance deficiency. How do you currently determine an employee's need for training? Would the author's ideas change this?
5. Steps 7 & 8 in Vernon's training checklist highlight the supervisor's role before and after training. Do supervisor's in your organization typically perform well in this role?
6. Job fit can be a factor in poor performance. The author's Skills Worksheet might be a solution. How do you analyze job fit in your organization? Could this idea help?
7. Using a story from a 1964 Vikings-49's football game, Vernon introduces the power of feedback. Discuss the way feedback is used in your organization. Could it be improved? How?
8. How does the author's view of recognition fit with your experiences?
9. Do you agree with Vernon that setting expectations for performance must include both positive and negative consequences? Discuss your views and experiences with performance expectations.

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