



## How to Deal with Poor Performers

Interview with MacKay CEO Forums member Karen Adams, President & CEO, Alberta Pensions Services Corporation.

### **Why do poor performers have such a negative impact on organizational culture?**

The simple answer is this: everyone knows who the poor performers are. You know it. All your employees know it. It's the leader's job to deal with it. The greatest barrier to high performance is tolerating poor performance. When you read the words "poor performer", a face and a name pops into your mind, doesn't it? You know who they are. You have reasons for keeping them around, right? Here's the thing: the other people you lead don't know what your reasons are. All they see is that you tolerate poor performance. What's the point of being a top performer for you?

### **How do you identify poor performers in your organization?**

When I joined Alberta Pensions as the CEO in 2012 employee engagement was very low at 37%. Performance management was not a strong skill set among our managers. Just two years later, employee engagement had completely turned around to 73%. The key change: our managers have become much better at talking about performance, identifying poor performance and taking action. We still have a lot of work to do at Alberta Pensions to improve in this area but we are getting better every day.

### **What do you do to deal with poor performers?**

It's important to give people a chance. Poor performers often don't even realize that they are not meeting expectations. Many managers shy away from having candid discussions about performance. If the manager does a good job of making expectations clear and giving feedback, then all the ingredients are in place to improve performance. Now it's up to the individual. If performance improves, excellent. If performance doesn't improve, then that person has made the choice for you. It's time to let them go.

### **What is your favourite book pick on this topic?**

This may sound strange, but my favourite book on this topic hasn't come out yet. It's about to be released in April. It's called "The Effective Manager" by Mark Horstman. Mark is the co-founder of the world's most popular business podcast, Manager Tools. Manager Tools focusses on how to talk about performance and how to give feedback. Peter Drucker wrote the "Effective Executive" almost 50 years ago and it remains as relevant today as it was then. I have no doubt Mark Horstman's "Effective Manager" will be just as influential and valuable for a new generation of managers.

## CEO Leadership Tip



### Getting the Health Benefits You Desire

In a corporate world where the focus is on great numbers and the bottom line, there is one undeniable truth: dead CEO's rarely make their numbers.

Dr. Larry Ohlhauser recommends a proven process for success:

1. Understand the barriers that are keeping you from maintaining and improving your health. Here is a reality

- check: your stubbornness is the biggest barrier to your success. You feel you are invincible and, for some, immortal.
2. Take responsibility for your health and wellness. Get a complete executive checkup that looks at ALL your numbers.
  3. Measure, monitor your progress, and celebrate your health successes. Set a goal, build a plan that includes milestones, and of course, celebrate your successes, even the small ones you achieve along the way to becoming a healthy CEO!

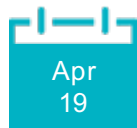
Enjoy the health benefits you not only deserve, but desire.

[Dr. Larry Ohlhauser](#) is a MacKay CEO Forums Edmonton Forum Chair, and our Chief of CEO Health.

## Events



## Breakfast Events



### Cambridge 7am-9am Game Changing Growth Strategies

CEO PANELISTS:

**Chantel Broten** President & Chief Strategy Officer, Jan Kelley Marketing

**Erin Dunham** CEO, The Other Bird Inc.

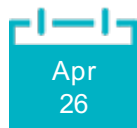
**Paul Keery** COO, Flanagan Foodservice Inc.

**Kevin Martin** President, Martin's Family Fruit Farm

Note: this event is for CEOs + Executives

[Email Nancy for details](#)

*Co-hosted with CIBC and Deloitte*



### Vancouver 7am-9am Accelerating Change

EXECUTIVE PANELISTS:

**Keith Cerny** VP, Research & Development, ACL Services Ltd

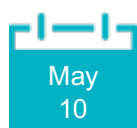
**Philip Edgell** VP, Service Delivery, Long View Systems

**Chad Kalyk** VP, BC Operations, Paladin Security

**Anna-Maria Parente** VP, Human Resources, JET Group

Note: this event is for Executives

[Email Nancy for details](#)



Vancouver 7am-9am

## Economic Update: Navigating through Turbulent Economic Times

With **Jock Finlayson**, Executive Vice President and  
Chief Policy Officer, Business Council of BC

[Email Nancy for details](#)

*Co-hosted with Mogan Daniels Slager LLP and Nicola  
Wealth Management*



Toronto 7am-9am  
**Economic Update**

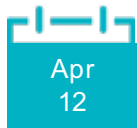
With David Rosenberg, Chief Economist & Strategist,  
Gluskin Sheff

[Email Nancy for details](#)

*Co-hosted with Talbot Promo and Empresario Capital*

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## CEO Summits



Toronto 7am-late  
**Canada's Best Managed Companies  
Symposium & Awards Gala**

This is an exclusive opportunity for our members (CEOs & Executives). The CEO stream agenda includes:

**Economic Update**

**CEO Forum panel** (hosted by Nancy MacKay) - **What Best Managed CEOs know: How to be a Market Leader**

Panelists:

**Terry Davis** CEO, Home Hardware

**Elaine Gerrie** CEO Gerrie Electric

**Jason Pincock** CEO, DynalifeDX

**Michael Sneyd** CEO, Skyline International Development

**CEO networking luncheon**

**Best Managed Lab Experience**

**Keynote Speaker**

Executive members will take part in the concurrent Management Stream. Session topics for the day will include: Analytics for Private Business, HR Trends, Design Thinking, Growth & Succession through M&A, Cyber Security, Exporting, Treasury Management

Registration & Information:

[email Jane Matthews for details](#)

*Mackay CEO Forums is a national sponsor of this event.*

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## BC Networking Event



Jun  
23

Vancouver 11am-3pm

## 2016 BCBusiness Top 100 - the province's top networking event

Join Peter Legge as he continues his revealing and insightful interview series with British Columbia's business legends. This year's special guest is CEO extraordinaire Christine Day.

### Registration & Information

*Mackay CEO Forums is a Corporate Event Partner for this event.*

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## Welcome to our newest Forum Chair

[Michael Howes](#) - Toronto, ON - Michael has been working with CEO's and senior management teams for almost 20 years. He is valued for his ability to perceive the hidden and to speak to what most needs to be addressed in a given situation. His penchant for straight talk and practicality is complemented by his diplomacy and tact as a facilitator.

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## CEO & Executive Forums

Mackay CEO Forums accelerates CEO performance through the highest impact, least time-intensive peer groups for results-oriented CEOs and top executives in Canada. If you would like to explore a forum opportunity, or refer someone to us, please contact [Nancy](#).