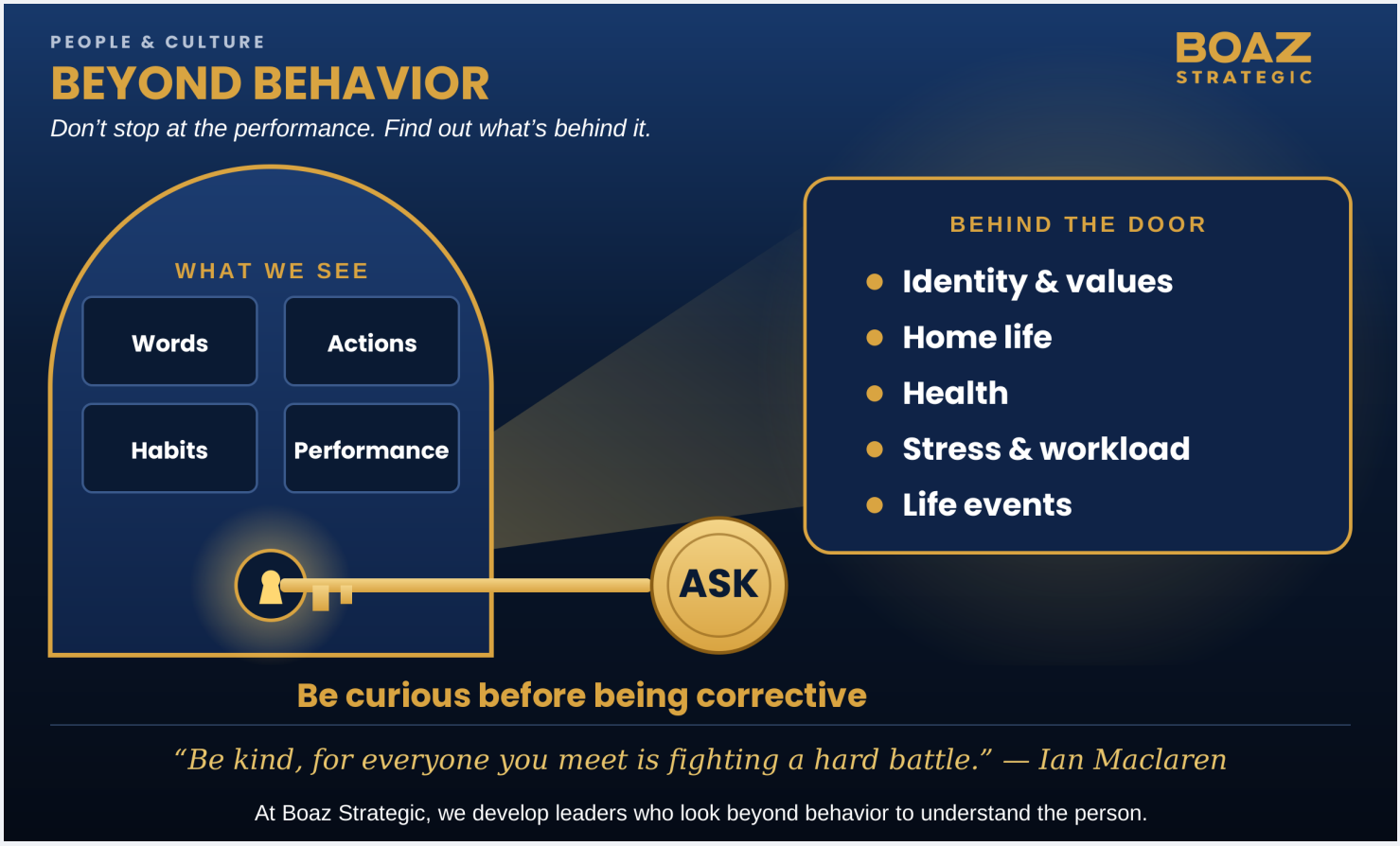


Look past the performance to *the person.*

> *"Be kind, for everyone you meet is fighting a hard battle." — Ian Maclaren*

Some elements of a person can be observed from the outside: words, actions, habits, performance. They are visible, measurable, and easy to judge. They also only ever reveal the surface of who somebody is.

When performance falters, most leaders stop at the evaluation. The numbers are down, so the conversation is about the numbers. The next step is to find out what could be going on underneath.

Be curious before being corrective.

Correction has its place, but it lands best on ground that curiosity has prepared. Before you address the result, ask what may be affecting it: pressure at home, a health concern, an overloaded workload, a loss, or a struggle nobody has noticed.

Don't place assumptions on someone's words and actions either. Look for the circumstances behind them. A short temper may be a sleepless week. A missed deadline may be a hidden burden.

Asking takes time and care. Sit down, listen, and ask how they are really doing. People rarely share what's weighing on them until they trust you are asking to help, not to build a case.

When circumstances stay hidden, it becomes very easy to assume the worst about people. Invisible doesn't mean absent.

At Boaz Strategic, we develop leaders who look beyond behavior to understand the person.