Performance Management

How to give effective performance feedback
Learning Objectives

At the end of this lesson you will...

1. Know why performance feedback is important.
2. Know where performance feedback fits in the overall performance management process.
3. Know the steps in giving performance feedback.
4. Be able to give effective performance feedback.
Tell us about the function of the group(s) you supervise...

1. What are you trying to accomplish?
2. What is your role in making that happen?
What is Performance Feedback

Giving performance feedback... which one doesn’t belong here?

1. Joe as part of your formal review, I’m rating you as “Outstanding”.
2. Great presentation today, Mary.
3. Tuck in your shirt, Harry.
4. Amy, if you added a background paragraph, the story would be complete.
5. I really like apple pie, especially Dutch apple pie, don’t you Herman.

Performance feedback is constant, but should also be intentional.
Sustainable Performance

Working assumptions...

1. Performance = Results + Behaviors

2. Leaders are responsible for developing their organizations (People & Processes)

3. Change is a necessary part of organizational health
Why Performance Feedback

Would you rather someone be...

1. Nice
2. Indifferent
3. Honest

When it comes to sharing feedback with your employees about how they are performing, which one are you?
Why Performance Feedback

The biggest impact on improving performance is giving effective performance feedback.

Two Kinds:
1. Informal
2. Formal

To be effective – it doesn’t have to be easy, but it has to be honest.
Where Does it Fit

There are four major steps in most performance management processes...

1. Create Measurable Performance Objectives
2. Create Measurable Development Plans
3. Evaluate Progress Against Plans
4. Provide Performance Feedback...

Feedback isn’t only a step in the process it is the “…” in every step as well as the reason for the process itself.
What are the Steps

Performance discussion with the employee...

1. Agree on the goal or issue (desired state).
2. Agree on the progress (current state).
3. Develop options for further or improved progress.
4. Choose option.

Sounds pretty easy... but things don’t always go according to plan... one size doesn’t usually fit all...
And the hardest part is not always obvious
Video Interlude

The Case of Clarifying the Current State
The Case of Clarifying the Current State
Performance Assessment - Process

Business Analysis
- Determine business goals
- Articulate relationship to human performance

Performance Analysis
- Desired performance state

Cause Analysis
- Knowledge
- Motives
- Physical resources
- Structure/Process
- Information
- Wellness

Intervention Selection
- Type of root cause
- Match interventions
- Recommendations

Change Management

Evaluation of Results
- Evaluation baseline
- Formative evaluation
- Summative evaluation

Intervention Implementation
- Manage the project
- Help the organization adapt to the changes
- Gather formative evaluation data
Current State - People

- Willing but Unaware
- Willing and Aware
- Unwilling and Unaware
- Unwilling and Aware

Willingness vs. Awareness Matrix

Willingness:
- HIGH
- LOW

Awareness:
- HIGH
- LOW
Joe has been with the company 5 years and still doesn’t do his monthly reports on time...
Mary seems eager and engaged, but she keeps making the same mistake....
Current State - People

Harry isn’t very positive about work, but the least he could do would be to take meeting minutes when it is his turn...
Amy is an insightful financial analyst who always does great work, I wonder what else she could do...
Video Interlude

Unwilling or Unaware... the Case of Escalator Performance Problems
Unwilling or Unaware... the Case of Escalator Performance Problems
Developing Options - People

If we are starting at a different place, we may need to take a different path to get to the same destination...

Two Paths:
1. Directive
2. Non-Directive

The ultimate goal is to improve performance.
What are the Steps

**Directive**

- **State** what is Observed
- **Wait** for Response
- **Remind** of Proper Performance
- **Ask** for a Specific Solution
- **Agree** on Solution
- **Take-Notice** of response

**Non-Directive**

- **Focus on the Goal**
- **Explore the Reality**
- **Develop Options**
- **Choose Way Forward**
Video Interlude

Directive or Non-Directive... the Case of the Graffiti Artist
Directive or Non-Directive... the Case of the Graffiti Artist
## Performance Improvement – Cause Categories

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What do we know

In your own words...

1. Why is performance feedback important?
2. Where does performance feedback fit in the overall performance management process?
3. What are the steps in giving performance feedback?

Now that we know... what can we do?
In the interest of fairness... volunteering will be mandatory.
Joe has been with the company 5 years and still doesn’t do his monthly reports on time...
Mary seems eager and engaged, but she keeps making the same mistake....
Harry isn’t very positive about work, but the least he could do would be to take meeting minutes when it is his turn...

Performance Improvement - Exercise

- Directive:
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What Do We Know and What Can We Do

In your own words...

1. Why is performance feedback important?
2. Where does performance feedback fit in the overall performance management process?
3. What are the steps in giving performance feedback?
4. Are you able to give effective performance feedback?
5. What else do you need to be successful?

Like everything else, the key to getting better involves three key elements... practice, practice, practice.
Appendix
Willing but Unaware

Willing and Aware

Unwilling and Unaware

Unwilling and Aware
Focus on the Goal
Explore the Reality
Develop Options
Choose Way Forward

Directive

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Change Management

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Performance Analysis
- Desired performance state

GAP
- Actual performance state

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- Knowledge
- Motives
- Physical resources
- Structure/Process
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