Performance Communication
SWITCHED TO PREZI APRIL 2015

At the end of this session you will be able to

• use the new form
• set goals and expectations for next year
• talk about performance objectively and throughout the year
The Process

Performance management is a continuous process

- Assess, review, and discuss goals and expectations
- Set goals and expectations
- Check in throughout the year
Manager Roles

• Set and clarify performance expectations
• Facilitate the work of others
• Coach
• Provide positive reinforcement and recognition
• Correct behavior
• Adjust goals and expectations
• Listen to employee
Writing the Review

• Your goal is to offer as much advice and help as possible

• Start by writing narrative statements
  – Act on summary feelings
  – Focus on overall performance

• Emphasize strengths but don’t ignore needs
Writing the Review

• Focus on key messages the employee should remember
• Be thoughtful about your words and phrasing
• Do not focus on personality weaknesses
• Review what you have written and revise as needed to ensure your evaluation is
  – Complete and Accurate
  – Fair and Helpful
Tips for Feedback

• Be fair and accurate
• Use specific examples, identify specific behavior
• Include the impact on results, behaviors, or other people
• Describe positive impact and look for ways to build on that
• Encourage employee to share his or her view
Tips on Feedback

• Help employee to understand when their results or behavior are having a negative impact on their performance

• Identify specific results or behaviors that need to change

• Focus on the issue, not the person

• Describe the impact of the behavior
Tips on Feedback

• Ask employee what they think is causing the problem and what they think might improve the situation
• Use paraphrasing to confirm your understanding of what the employee is saying
• Agree on next steps and follow up
Goals

Describe what needs to be accomplished

Competencies

Describe how you do your work
Types of Goals

• Operational
• Developmental

Connect developmental goals to operational goals – What skills are needed to accomplish operational goals
Tips for Goal Setting

- Consider the employee’s capability
- Consider developmental needs
- Identify opportunities for higher levels of responsibility
- Consider their aspirations
- Consider the department’s needs
- Have an informal place to keep notes about your direct reports
Performance Diary

An ongoing repository for your observations

Critical Incident Observations

• Employee Name
• Date
• Brief, clear description of what you observed
Examples

March 21
Jason Fein
Big presentation with leadership team. Good, not great. Good information, but lacked organization and effective delivery.

July 12
Lyndsey Miller
Finished operation analysis today, ahead of schedule again. Work is clear and addresses issues needed.
Preparing for the discussion

• Review
  – Previous performance evaluation
  – Position description
  – Goals of your department

• Ask employee to review the same and bring his or her self evaluation and recommendations for development
Preparing for the Discussion

• Identify employee’s key responsibilities for the coming year
• Write your evaluation
  – Provide a copy of your written review a few days before the discussion
During the Discussion

• Meet in a neutral location rather than your office
• Create an open atmosphere and ask open ended Qs
• Open the discussion by asking how the year went overall
During the Discussion

• Give your high level overview of performance
• Talk fairly and objectively, use specific examples
• Focus on results and behaviors and their impact on performance
During the Discussion

• Review each goal and competency
• Ensure a common understanding of expected behaviors
• Let the employee speak and acknowledge what you hear
• Ask how you can help, offer supportive suggestions
• Recap with a summary and goals for next year
Handling Difficult Reactions

• Be prepared to defend your evaluation
• Unresponsive employee
  – Ask them to participate in the process
  – Try to get them to share their point of view
Handling Difficult Reactions

• Emotional employee
  – Remain calm, focused, yet supportive
  – Acknowledge that they are upset and let them vent
  – Try to get them focused on moving forward and coming up with solutions
  – Reschedule if necessary
Handling Excuses

• Revisit the evidence that supports your feedback
• Explain perceptions versus reality
• Strive for understanding and acceptance, not necessarily agreement, and identify next steps
• If necessary, explain the consequences of not correcting the problem
Handling any other diversionary tactics

• Refocus attention on the issue
• Be specific about what you expect
Reviews due June 2