Evaluations and the Importance of Feedback

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The Law of Limited Performance

People soon discover the level of performance their managers will settle for and gravitate to that level. Managers then assume that's all that people are capable of achieving, so they accept it as fact and quit challenging their people to get better. So each reinforces what the other believes.

Silence when people don't perform lets everyone know performance doesn't matter.

The Performance Review

High Performing Employees

Welcome feedback as a source of inspiration, motivation and reassurance.

They ask for feedback and focus on always improving

High Performing Supervisors

Talk about performance every day, giving timely and useful feedback to their employees.
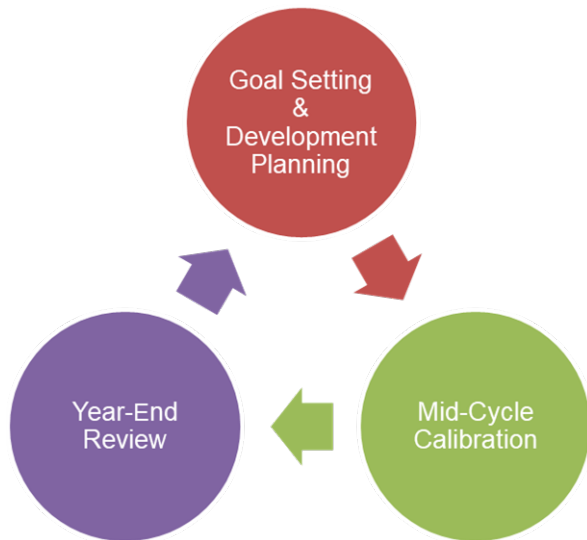
Performance Evaluations – Why Do Them?

- Clarifies performance expectations
- Improves productivity by providing constructive feedback
- Identifies training and development needs
- Fosters mutual understanding and commitment regarding expectations and objectives
- Ensures that the department's goals are carried out

# Performance Management

- Performance Management is an <u>ongoing process</u> involving feedback, coaching and recognition
- Effectively manage performance by acting with purpose to enhance competence, confidence and capability
- Three key phases throughout the year help maintain a focus on building talent and driving results through employee contributions

Goal Setting, Development and Planning

Types of Goals

Quantifiable Job Responsibility	Stretch Opportunity	New Initiative	Team Based
Review job responsibilities and create measureable components	Showcase growth in current role while gaining imperative skillsets	Introduce a new program, project or process	Contribution to a team project or process
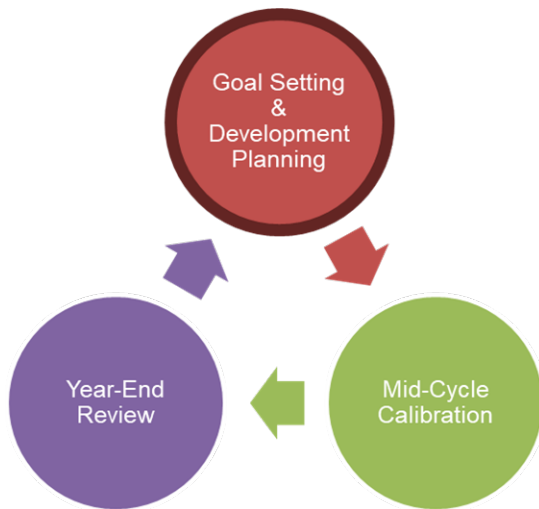
Leverage SMART Model

| Specific	Measureable	Attainable	Relevant	Time Bound
Answers the questions who and What	Answers the question how	Answers the question of reasonable	Answers the question of expected results	Answers the question when

Mid-Cycle Calibration

Informal discussion to solicit and provide feedback, coaching, guidance and recognition for contributions

- Discuss progress on performance, goals, and competencies; recognize accomplishments and identify challenges
- Calibrate on goals for the remainder of the year and adjust plans as needed to accurately reflect changes to expectations and priorities
- **PROVIDE FEEDBACK**

Performance Review
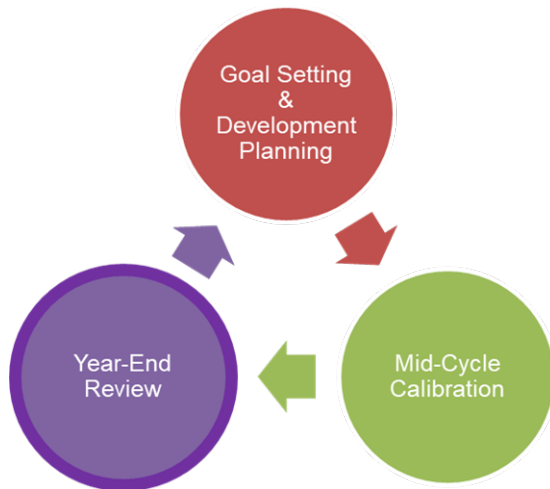
- Provide well-balanced evaluation

- Summarize important points covered and end on a positive note…give credit where credit is due

- Base the rating on:

  - How well the employee performed tasks as stated in objectives

  - How close the employee came to achieving goals, objectives, and standards

  - Any other success factors related to the quality of their work (i.e. significant accomplishments)

- **PROVIDE FEEDBACK**

Feedback

The best way to succeed as a manager is through the success of your people.

Feedback is a **GIFT** if given and received constructively!

Feedback

Feedback IS:
- A skill that is necessary for leaders
- #1 driver of performance
- Collaborative
- Fact-based
- Asking questions and listening
- Building stronger relationships
- Positive and improvement orientated
- Frequent
- Helping others to succeed

Feedback IS NOT:
- Bad "attitude"
- Yelling at others
- Making others "learn a lesson"
- Punishment
- Focused on what others are doing wrong
- Giving orders
- Your side
- Personal

Benefits of Giving Effective Performance Feedback

- ✓ Helps staff understand progress at meeting expectations/goals

- ✓ Recognizes staff contributions, improves morale, builds confidence

- ✓ Enhances productivity and staff engagement

- ✓ Crucial to organization's ongoing development and growth

- ✓ Employees want effective and constructive feedback regularly

Learning how to give constructive feedback is a learned communication skill and one that can be achieved through thought and planning

Feedback Guiding Principles for Supervisor

- ✓ 2-Way Communication
- ✓ Gather information throughout the year
- ✓ Document
- ✓ Offer Constructive Feedback
- ✓ Don't Hold Feedback Hostage
- ✓ Accept Feedback
- ✓ Remember that Employees are Unique
- ✓ Keep Reviews Positive
- ✓ Know Your Employees

Two-Way Communication

Ongoing and Open

Asking Powerful Questions:
- Supports 2-way conversations
- Allows employees to 'think' instead of 'react'
- Builds trust and openness

What's one thing I can do better for you?

What would a "good job" look like?

How do you like being recognized when you do good work?

Gather Information Throughout The Year

Focus on:
- Performance
- Behavior

- ✓ Keep separate files (manual / electronic)
- ✓ Direct and Indirect Observations
- ✓ E-mails
- ✓ Handwritten notes
- ✓ Work results

Document, Document, Document

Why is it vital to document?

- Reminds you of the performance areas/topics that were covered
- Summarizes plans of action
- Reviews what areas need follow up
- Can't accurately remember all feedback given to staff
- Provides basis for Performance Evaluation Rating
- Serves as good foundation for future employment decisions
- Supports employment decisions in case of grievances or outside employment complaints
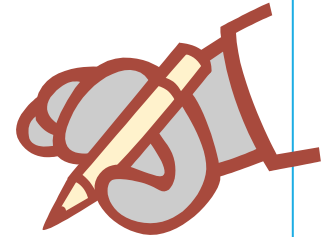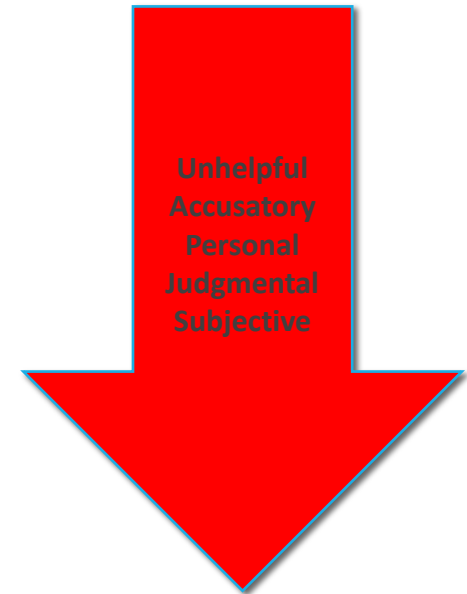
Offer Constructive Feedback

Constructive

Destructive

Specific
Honest
Timely
Helpful
Ongoing
Supportive

"Good Feedback
Is the KEY
to Improvement"

Unhelpful
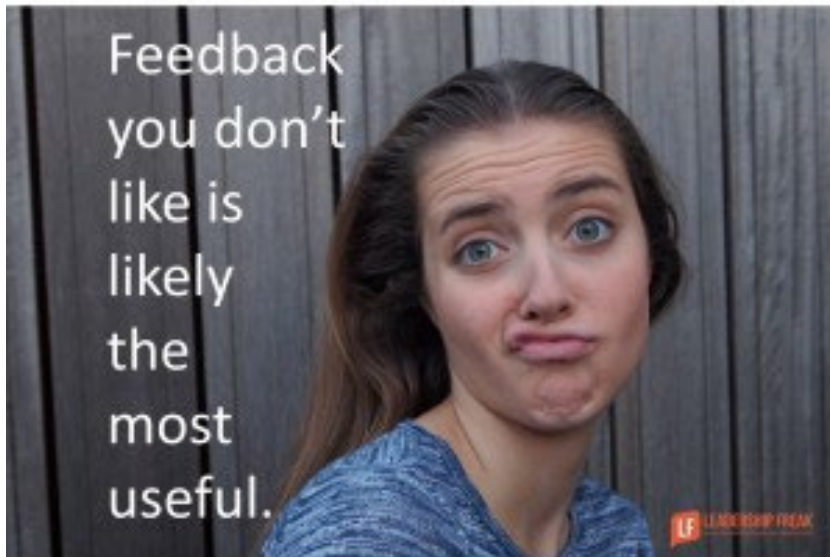**Accusatory**
Personal
Judgmental
Subjective

Don't Hold Feedback Hostage

- ✓ Set it Free!
- ✓ Provide timely feedback
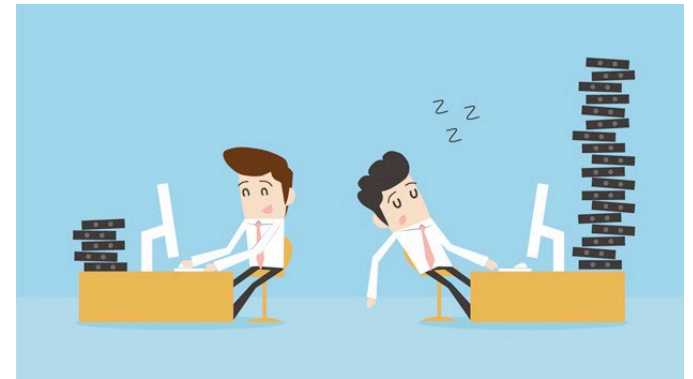- ✓ Ensures there are NO surprises during annual evaluation

Accept Feedback

Allow employees to:
- Share their ideas
- Ask questions

Remember Employees Are Unique

Work may be similar but performance is not.

Keep Reviews Positive

- Reward for performance
- Provide constructive feedback for development

People will allow you to lead them to the level they trust you.

People leave managers more than they leave companies.

Build your people and they will build your organization.

Know Your Employees

- Direct observation
- Frequent informal conversations
- Indirect observations from others

ACTIVITY

TEAM A:
Reasons you may be reluctant to give feedback?

TEAM B:
What can effective feedback help you accomplish?

TEAM C:
What can you do to make the feedback session effective?

Closing Thoughts

- ✓ A Performance Evaluation should give Feedback, not Criticism
- ✓ A Performance Evaluation is for Personal Development
- ✓ A Performance Evaluation is a Learning Experience
- ✓ A Performance Evaluation is an Opportunity to Give and Receive Feedback
- ✓ A Performance Evaluation sets S.M.A.R.T. Objectives
- ✓ A Performance Evaluation References Examples of Behavior
- ✓ A Performance Evaluation is a Two-Way Street
- ✓ A Performance Evaluation is as Equally Important to both parties

Resources
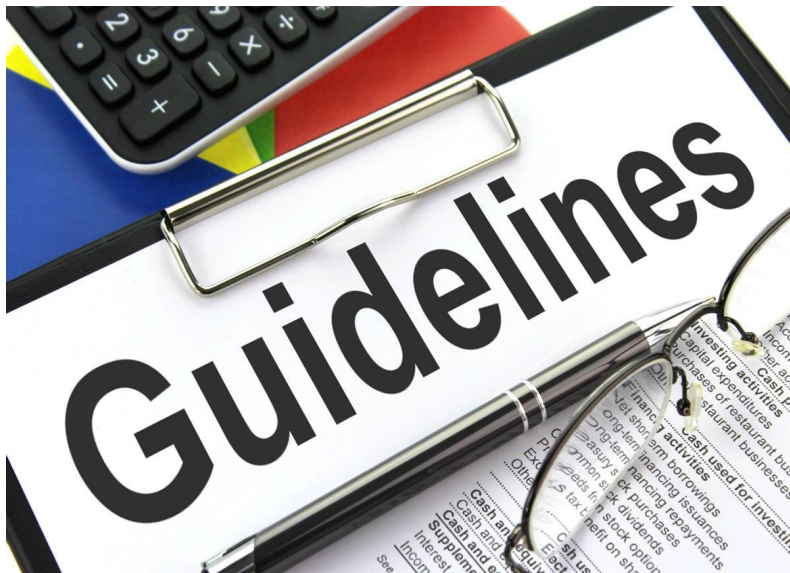
- ✓ MSB Policy #301
- ✓ Article 19
- ✓ Quick Reference Sheets:
  - Conducting Annual Employee Reviews
  - Delivering Constructive Critisism

Questions