

Managing for Results



1. Leadership
2. Team Effectiveness
3. Communication
4. Strategy & Planning for Results
5. The Changing Workplace
6. Conflict Resolution
7. Process Management
- 8. Managing Performance**
9. Due Diligence
10. Managing Diversity

Farcus

by David Walsglass
Gordon Coulthart



It's just a performance review. You can't hide here forever!

Objectives



- To discuss and understand the performance appraisal process
- To consider techniques, tools and job aids
- To recognize the value added when the process is utilized as a continuous learning, performance enhancement methodology



Agenda

- Introduction
- Purpose
- Performance Appraisal Process
- Leader's and Employee's Responsibilities
- Goal Setting and Action Plans
- Coaching and Feedback
- Performance Improvement
- Workplace Application

Leaders



PURPOSE:

- Provide a methodology to align each employee's goals with the work unit's business goals
- Provide ongoing feedback to employees on their performance
- Obtain ongoing feedback from employees on how they view their performance
- Design ways to maintain or enhance (improve) work performance
- Provide data for training plans, career development and succession planning
- Provide input into pay and reward

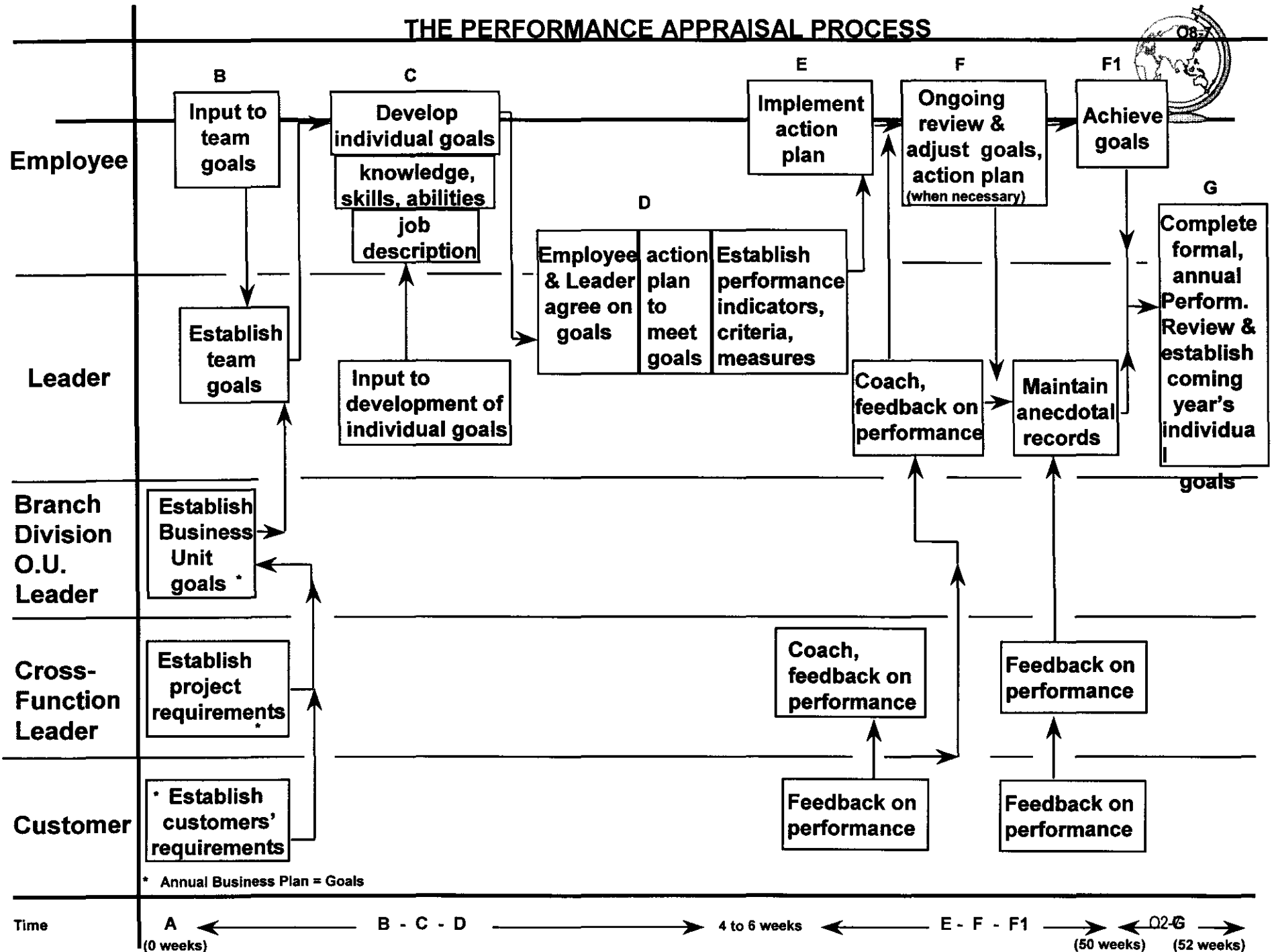
Employees



PURPOSE:

- Reach an agreement on their goals for the coming year based on the work unit's business goals
- Receive ongoing feedback on their performance
- Provide feedback to leader on how they view their own performance
- Discuss issues, concerns with leader
- Design ways to maintain and support or enhance their work performance
- Agree on their training and career development needs and develop a plan to meet those needs

THE PERFORMANCE APPRAISAL PROCESS



Goals



- Realistic
- Within my control and achievable, BUT....
- Challenging
- Measurable
- Aligned with work unit's goals





Action Plans

Management	Action Plan Characteristics
Executive	Long time span; strategic
Middle and Front-Line	Medium time span; tactical
Non-management	Short time span; activity or procedural based

Action Plans Help Organizations **Achieve Goals By...**



1. helping search for efficient ways to meet goals
2. testing whether the goals as stated are achievable
3. developing a sound basis for estimating time and/or cost requirements
4. identifying need for reliance on others, support and coordination
5. uncovering barriers to accomplishment

Action Plans Help Organizations Achieve Goals By...



6. determining the resources (personnel, equipment, supplies, facilities) required to accomplish the goals
7. facilitating performance management if the task is well specified and agreed upon. If plans are sufficiently complete, reporting need occur only when problems arise.
8. identifying areas in which a manager can provide support or assistance to employees.
9. facilitating the process of delegating authority



Example of an Action Plan...

GOAL: to run a 10 km. race in 45 minutes, in 5 months time (currently run 4 km. in 21 minutes)

ACTION PLAN:

- | | |
|---------|--|
| Week 1 | 1. Design staged training program and diet with coach |
| | 2. Map out routes and distances, buy timer, new shoes |
| | 3. Begin 4km. training runs on a 4 days per week basis |
| | 4. weight training 3 days per week for strength |
| | 5. flexibility and stretching exercises daily |
| | 6. Increase run distance by a half-km, every week, up to 11 after 15 weeks |
| Week 5 | 7. incorporate interval training in the final half-km. of runs |
| Week 12 | 8. Interval training final km of runs, concentrate on pace |
| Week 16 | 9. begin 10 km runs with coach at 3.5min/km pace |



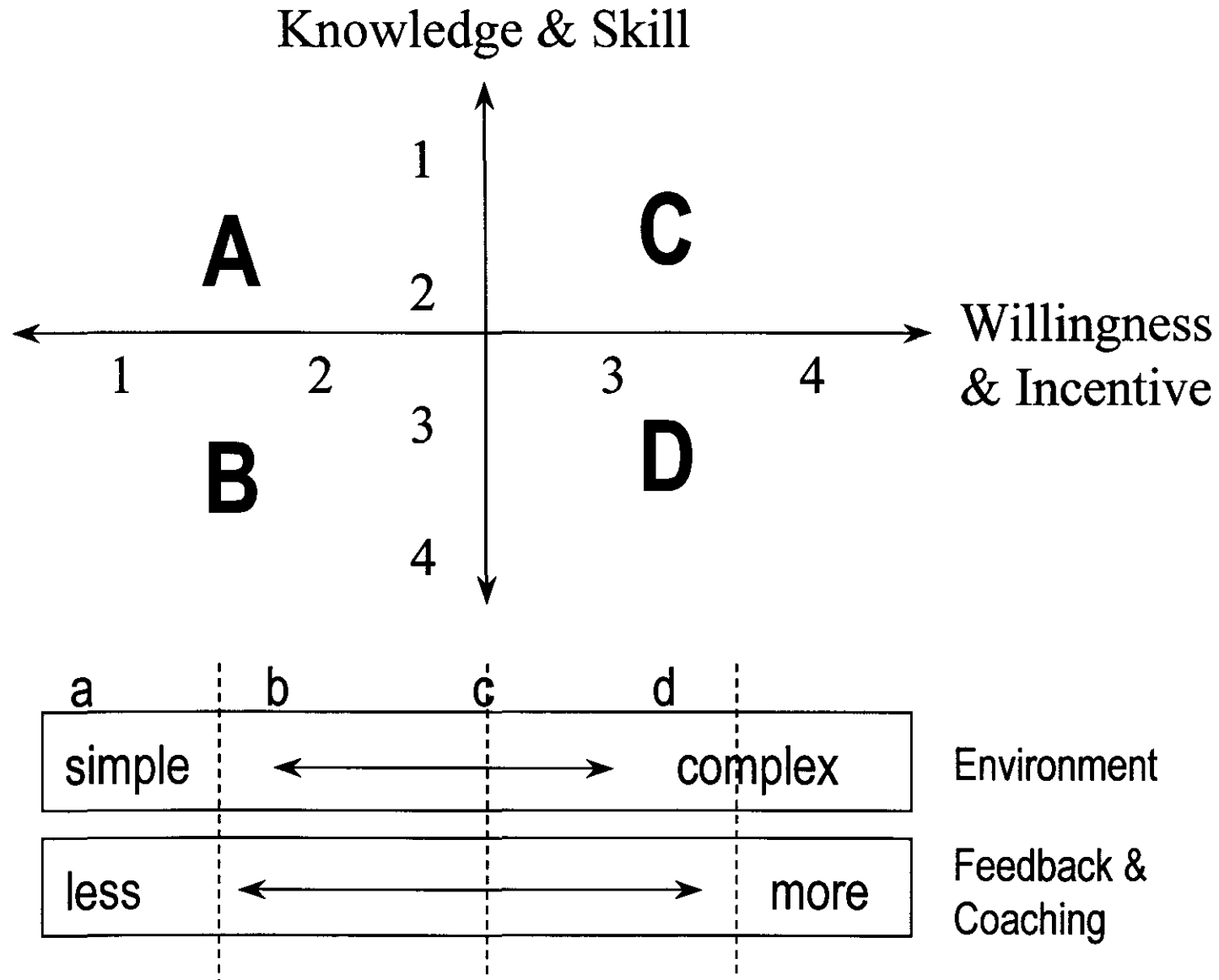
To make an Action Plan...

GOAL:

ACTIONS:

Who	What	Resources	When

Feedback & Coaching



Performance Assessment Worksheet



Assessment Worksheet

Task or Project: _____

Employee: _____ Date: _____

Knowledge & Skill

Rate the knowledge this employee has to perform this task. 1 = low; 4 = high

1 2 3 4

Why? _____

Rate the employee's proven ability to perform this task. 1 = low; 4 = high

1 2 3 4

Why? _____

Average the two ratings and put an X on the vertical axis on the model.

Willingness & Incentive

Rate the employee's internal willingness to perform the task. 1 = low; 4 = high

1 2 3 4

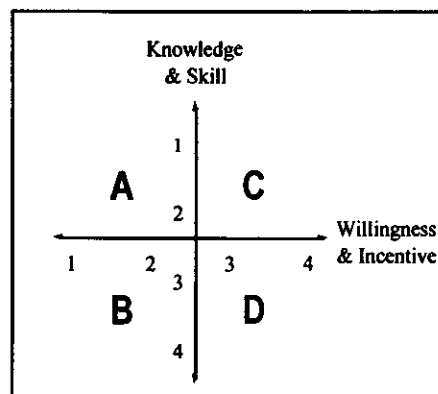
Why? _____

Rate the external incentives that are available to the employee for performing the task. 1 = low; 4 = high

1 2 3 4

Why? _____

Average the two ratings and put an X on the horizontal axis on the model.



Circle the letter of the quadrant that is applicable to this employee for this task or project.

01-9

Task Assignment Worksheet



Assignment Worksheet

Leader Assessment: _____

Does the employee agree? If not, revised assessment: _____

What needs to be emphasized during task assignment if willingness and incentive are low? _____

Key targets and milestones:

due

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Communication:

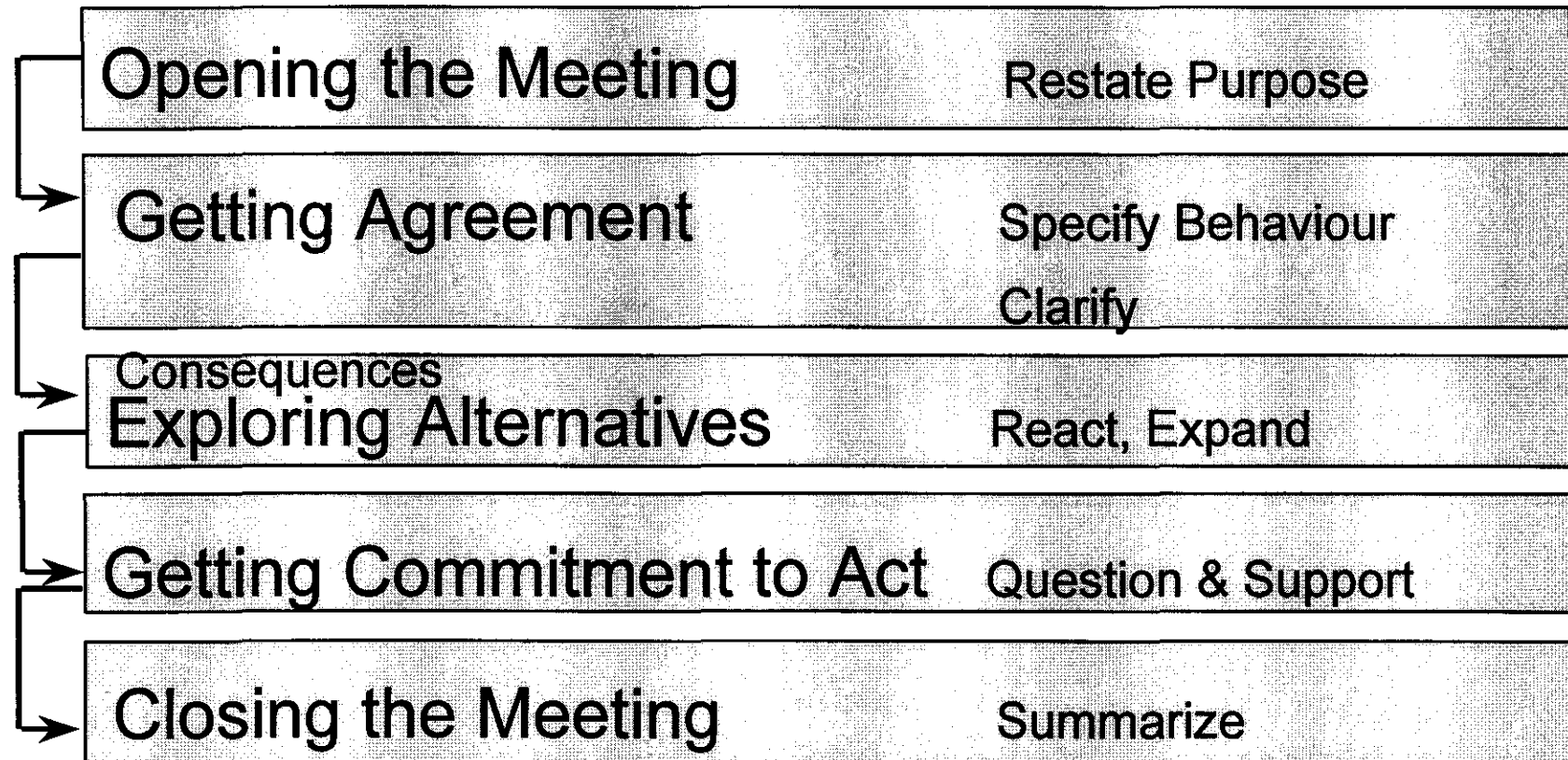
What: _____

With Who: _____

How Often: _____

Success Criteria:

The Coaching Meeting



Foundation: Building a Relationship of Mutual Trust through Support and Self-Disclosure

Guidelines for Improving Performance



1. Deal with the situation immediately or as soon as possible after it occurs.
2. Focus on facts/behaviours - what the person said or did.
3. Discuss in private.
4. Stay calm.
5. Do not attack their personality or them personally.
6. Be aware of the employee's needs (eg. self-esteem).
7. State the problem as you see it

Guidelines for Improving Performance



8. Ask for their input on what the issue is.
 - Discuss by asking open questions,
 - Suspend judgment until you have all the facts,
 - Clarify/confirm what they say.
9. Ask how they have tried or will try to solve the problem.
10. Develop TOGETHER an action plan, including when you will meet again.
11. Meet again, and again , and again (if necessary)

GOALS / ACTION PLANS



Goals (what)	Action Plans (how)