

# PERFORMANCE FEEDBACK

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*What does good look like?*

# *Why?*

Everyone deserves feedback on their performance.....it helps them be successful

- Constructive
- Instructive
- Focused
- Specific
- Concrete
- Positive

# Drive

Three elements drive ***engagement*** which drives ***motivation*** which drives ***performance***...

- Autonomy
- Mastery
- Purpose
- #4....Positive Reinforcement!

# ***Supervisor Role***

- Can you motivate your employees?
- Is it your job to convince employees to do what is right?
- Is good supervision telling your employees what to do each day and how to do it?
- Is good performance what we want?
- What is good performance?
- How does continuous improvement fit it?
- What are the best guideposts and road maps for excellent performance?

# ***It is your job to....***

- Define roles and responsibilities
- Define results expected
- Set standards
- Define good vs. excellent
- Guide Behavior
- Develop your employees
- Hold employees accountable
- Take the time to communicate effectively
- Help your employees be successful

***What performance issues are you currently facing?***

***Let's walk through the review  
preparation together.....***

# ***Start with the end in mind....***

- What results do you want?
- Clearly define “good” and “better”
- What is the overall message?
  - Break it down from there....
- What are your expectations?
- What behaviors do you want to see or keep?
  - What behaviors are missing
  - What behaviors should stop



# Goal Setting

- Set multi-faceted goals....*there is more than one way to succeed.*
  - Tied to corporate goals
  - Measureable
  - Reasonable
  - Attainable with a stretch
- Identify factors/behaviors key to success on the job
- What does employee need to achieve goals?

# ***Goal Setting***

- What are the process or system impediments impacting employee performance?
- What does employee need from co-workers (inside & outside department) to achieve goal?
- Identify counterproductive behavior that impacts performance
- Listen to your employee's ideas and strive to understand their perspective

# ***Performance Factors***

## **Job Knowledge**

(Do you know what & how?)

- Possesses and utilizes knowledge required to perform job duties fully
- Understands related jobs and functions and how this job impacts other departments or functions

## **Job Skills**

(How well do you do it?)

- Demonstrates skills and abilities needed to perform the duties of the job proficiently
- Uses appropriate tools and resources to increase efficiency and accuracy
- Seeks continuous improvement in skill base

## **Communication**

- Communicates clearly, concisely and in a timely, effective manner
- Communicates with the appropriate person
- Demonstrates strong listening skills and keeps others informed appropriately
- Utilizes technology appropriately to aid communication

## **Attendance**

- Arrives on time and ready for work
- Works throughout the day without excess time away from duties

# ***Performance Factors***

## **Interpersonal Effectiveness**

- Develops & maintains productive working relationships
- Serves coworkers and customers in a tactful, friendly and professional manner
- Demonstrates ability to resolve interpersonal conflicts effectively

## **Teamwork**

- Consistently assists coworker, other departments and individuals achieve their goals without excess supervisory intervention
- Performs duties in a timely fashion w/a high level of quality
- Provides info/help in a manner that is appropriate & meets the needs of others
- Ability to perform effectively in a team environment
- Absence of “not my job syndrome”

## **Flexibility/Adaptability to Change**

- Adjusts to changes in operations & priorities quickly and easily
- Consistently open to, and looks for, new ways to achieve goals or perform duties

## **Problem Solving**

- Uses good judgment in analyzing problems
- Identifies key issues and generates appropriate alternatives
- Demonstrates thorough evaluation of the situation and understanding of the issues

# ***Performance Factors***

## **Quality, Productivity and Work Methods**

- Produces high quality work in a timely manner
- Plans and organizes work effectively
- Determines priorities appropriately
- Works diligently while at work
- Consistently fulfills expected deadlines and productivity levels
- Attends to detail and uses time effectively

## **Decision Making**

- Makes decisions that are sound, timely and effectively deal with the issues
- Decisions demonstrate a thorough understanding of the issues and thorough evaluation of the alternatives

## **Initiative and Innovation**

- Consistently willing to take on responsibility and initiate action
- Continuously looks for ways to work more efficiently
- Demonstrates the ability to identify needs and develop new approaches to procedures and issues of concern
- Accurately identifies when to include others in a situation or when resolving a problem

# ***Performance Factors***

## **Accountability**

- Consistently follows through on commitments
- Demonstrates ability to complete assignments and duties in a timely manner without additional supervision or direction

## **Customer Service**

- Understands the importance of serving coworkers, customers and vendors
- Focuses on the needs of the customer or coworker and provides friendly, thoughtful and professional service

## **Policy and Procedure Compliance**

- Follows, supports and advocates compliance with internal policies and procedures
- Consistently looks for ways to improve the efficiency and effectiveness of the process
- Follows safety protocols and guidelines

## **Expense Management**

- Controls expenses while keeping productivity high

# ***Development Questions***

- What has been the most satisfying about your job this past year?
- What goals or accomplishments would you like to achieve in the next year?
- Is there anything that your supervisor could do to assist you in your current position or to improve the work environment to increase your job satisfaction?

# ***Let's talk now about how to have the tough conversation.....***

## ***Scenario One***

The employee isn't producing the results you need.....

## ***Scenario Two***

The results are acceptable but the manner in which they are achieved is an issue.....

***How do you begin? Clue: What is important?***



**Let's go back and take a look at the performance issues you are facing.....**

*Let's discuss how to address the issues both in the review and the upcoming performance period.*

***How can I help you further?***

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