

## A Manager's Mantra

- ❖ Examine the organizational structure, roles and responsibilities to ensure they makes sense for the work being done
- ❖ Create job descriptions and ensure these are updated each year at annual review time
- ❖ Communicate expectations and ensure that these are being met
- ❖ Address issues appropriately and timely (through coaching and counseling as necessary or a review of the work process)
- ❖ Write an annual review that reflects the actual performance for the previous year, including accomplishments, achievements and areas for improvement



**Repeat all of the above...it's a dynamic, ongoing process!**





# Manager



## Employee Needs

- \* Matching employee skills to tasks
- \* Look for growth opportunities
- \* Ways to motivate and involve employees
- \* Willingness to deal with problems

## Operational Needs

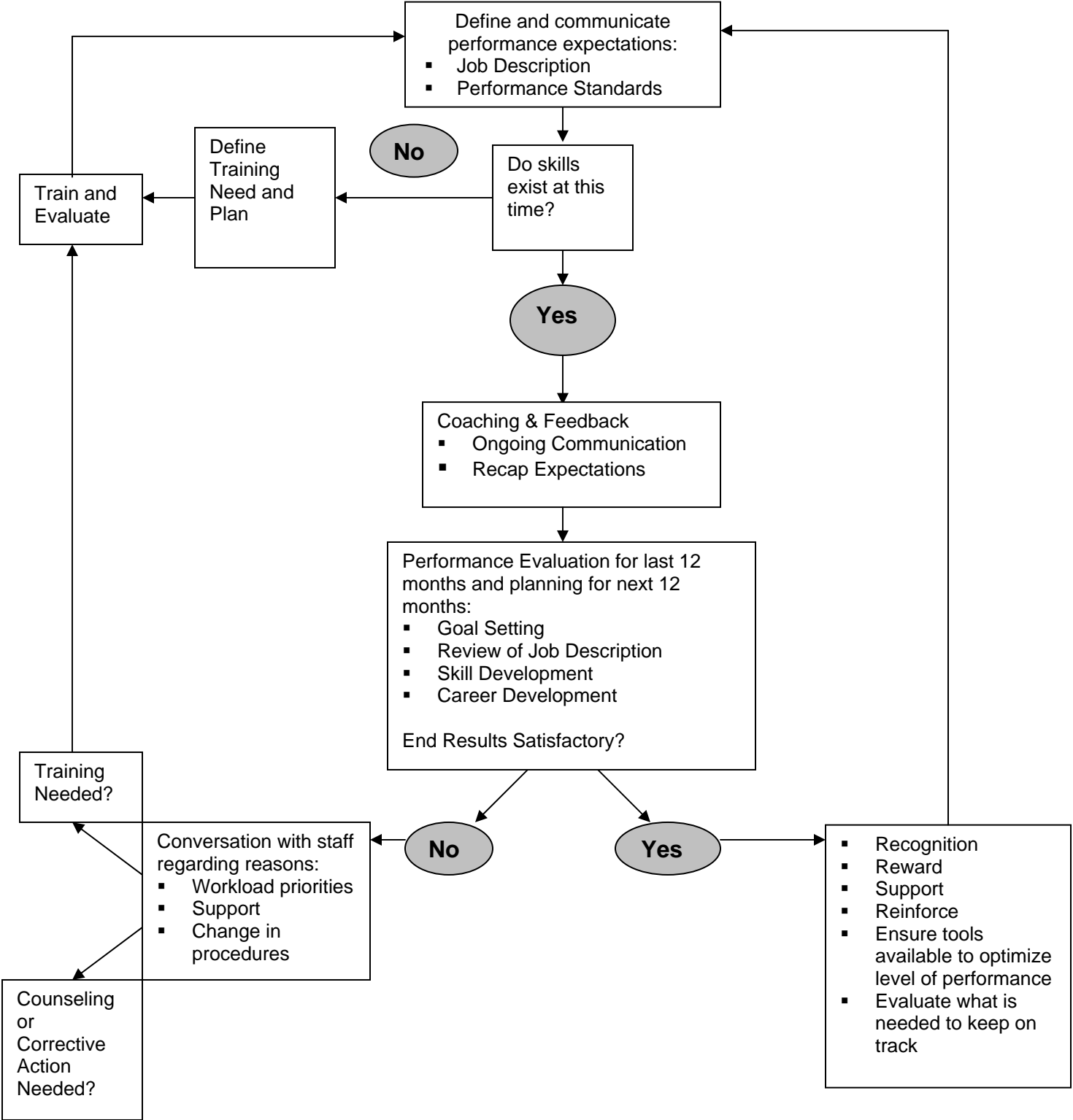
- \* Look at what needs to be done
- \* Look at what can be improved
- \* Look at ways to measure output
- \* General idea of big picture/future plan
- \* Willingness to address problems



## Meet both needs by:

- Communicating Expectations
- Providing Training
- Maintain good 2-way communication (*Coaching and Feedback*)
- Implement and maintain a good Performance Evaluation process
- Provide opportunities for employee development

**Managing Employees' Performance: An Overview**



## Coaching and Feedback



**Successful coaching is a mutual conversation between manager and employee that follows a predictable process and leads to superior performance, commitment to sustained improvement, and positive relationship.**

**-Dennis Kinlaw**  
*Coaching for Commitment*

### I. Coaching and Feedback

#### A. Purpose

1. To reinforce good behavior
2. To change unacceptable behavior/performance
3. Get issue out in the open
4. Communicate expectations

#### B. *Should be*

- ❖ Information-specific
- ❖ Issue-focused and
- ❖ Based on observations

#### *Not*

- ❖ Individual-focused
- ❖ Broad, vague and general and
- ❖ Judgmental

### II. Elements

A. **Content:** Identify issue and provide specifics

B. **Manner:**

1. Be direct, sincere and straightforward
2. State observations, not interpretations
3. Exchange thoughts (listen)
4. Aim for positive outcomes

C. **Timing:** As soon as possible after incident unless you need a “cooling off” period.

D. **Frequency:**

1. Coach everyday
2. Address the problems
3. Catch your employees doing something right

### III. The Coaching Process

A. Prepare what you will say

B. Determine the appropriate time and place

C. Describe specific behaviors rather than providing general feedback

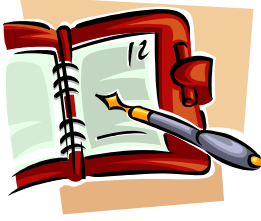
D. Have an action plan as necessary

E. Follow-through

F. Document

G. Coach consistently (on-going and to all staff)

## Documentation



*Documentation is essential as justification for employment related actions such as hiring, promotions, and dismissals. It is generally necessary in order for a manager to proceed with any informal or formal corrective action. Documentation is a key piece to any defense against complaints or lawsuits.*



### **Tips on Documenting**

- ❖ When documenting, answer: Who, what, when, where, why
- ❖ Remain objective and gather information from both sides first
- ❖ Have a discussion with the employee before placing documentation in a personnel file
- ❖ Remain focused on work behavior and expectations



### **Pitfalls to Avoid**

- ❖ Thinking you have no time to deal with it right now and will document next incident
- ❖ Believing that it probably won't happen again so there is no need to address
- ❖ Avoiding documenting problem because you think it is probably due employee's problems in personal life or other reasons which will eventually go away

## Performance Evaluations



### Purpose of Performance Evaluations

- ❖ Enhances impact of coaching
- ❖ Used as a motivation tool
- ❖ Used as documentation
- ❖ Allows formal opportunity for future goal planning and career development
- ❖ Assesses training needs
- ❖ Allows formal discussion for employee to voice ideas, perspectives and concerns

**The performance review session can be divided into 3 steps:**

#### Step 1: Preparing to meet

1. Give employee sufficient notice of meeting (can have employee involved in self-evaluation or listing accomplishments for the year.
2. Allow enough time
3. Choose a comfortable, private and suitable place
4. Have all documents ready prior to meeting

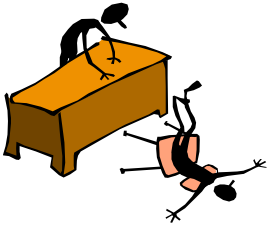
#### Step 2: The Discussion

1. Two-way conversation, including:
  - ❖ Listening to employee
  - ❖ Asking open-ended questions
  - ❖ Providing feedback
  - ❖ Paraphrasing
  - ❖ Clarifying employee's thoughts
2. Emphasize the positives before negatives
3. Provide specific feedback on performance
4. Discuss issues or concerns about job performance
5. Discuss opportunities to grow or ways to improve
6. Encourage employees to participate and negotiate goals
7. Formulate an employee development plan

#### Step 3: Follow through on goals and employee development plan

- a. Identify goals and ways to develop
- b. Attach timeframes for accomplishment
- c. Identify classes or cross-training opportunities
- d. Identify ways to measure success
- e. Coach and provide feedback throughout the year

## Performance Evaluations



### Pitfalls to avoid:

- ❖ Performance Evaluations should never be a surprise
- ❖ Negative feedback should never be delivered in a belittling or demoralizing fashion
- ❖ Discussion should not include aspects of an employee's personal life. *(If the employee brings these up it is important to listen but refocus on work issues.)*



### Delivering Negative Feedback:

- ❖ Honesty is important in discussing and defining problems
- ❖ Document! Document! Document!
- ❖ Focus on work impact and behavior rather than personality traits
- ❖ Encourage employee feedback/comment
- ❖ Encourage employees to be part of resolution
- ❖ End on a positive note, if possible, with a plan for improvement

## Motivating Employees



### Motivating Employees

- The focus is employee performance, not always happiness
  - Reward the right behaviors
  - Remember that different individuals are motivated by different things
  - Use your employee's work interests to motivate
  - Appoint Subject Matter Experts and allow them to train
  - Provide training opportunities
  - Allow for creativity and development of new ideas and approaches to processes, problems and the job
  - Allow for assistance with problem resolution
  - Encourage staff to help others
  - Encourage staff to make a contribution
  - Understand when to let staff take calculated risks
  - Set Good Examples
  - Show care and respect for the individual
  - Show appreciation for good performance
  - Show a desire to consider and develop employees' abilities
  - Match business needs to employee needs
- Engage employee commitment by:
- Defining a development plan with your employee to help provide a direction
  - Getting your employees involved
  - Showing appreciation for good work
  - Holding employees accountable