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# Performance Management: *Communicating, Goal- Setting, Constructive Feedback*



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# Engagement

On average, Employees change jobs 7-8 times over a career life (new graduates, 15x's or more)

- Median tenure of 4.1 years
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## Are You Effective ?

60% of HR Executives graded their Performance Management system a “C” (or below)

A review of 600 employee feedback studies found 2/3<sup>rd</sup>'s of Appraisals had zero (or even negative) impact on employee performance after feedback was given

(Wall Street Journal, November 10, 2010)

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**SHRP**

SAVINO HUMAN RESOURCES PARTNERS



- **High Performance Work System (HPWS)**





# Performance Management

- Performance Management will support Engagement, Innovation, Change & Continuous Improvement
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## Session Objectives

- What do you want to achieve ?
    - What do you wish your Staff would do more of ? Less of ? Differently ?
    - Same question as it respects you & your Leadership style ?
  - What's working well with your current processes (formal and informal) ?
    - What's not working ?
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## Session Objectives

- Distinguish between Subjective & Objective Assessments
  - Set Effective Performance Objectives
  - Deliver Effective & Constructive Feedback
  - Conduct an effective Performance Discussion
  - Discuss the effective use of Appraisal & Feedback Tools
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# Feedback & Performance Management

## Why ? Purpose ? Important ?

- Increase MOTIVATION
    - Ensure Organizational Objectives are linked to Employee's day-to-day activities
  - Develop POTENTIAL
    - Make it clear what's expected by setting Goals, Measurement
  - RECOGNIZE Performance
    - Manage *Underperformers* ( ? ? ? )
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# Performance Development

- Focus on High Potential Employees
- Objective is to grow & develop Performance & Potential
- Don't be distracted by the 5%





# Setting Performance Objectives

- What are important Objectives, Performance Indicators ?
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# Goal-Setting Best Practices

## Clarity

- Make sure goals are absolutely Clear to everyone, and Communicated to everyone. Make them visible and post them somewhere everyone has regular access too.

## Focus

- Focus on one, two or three meaningful Objectives at a time.
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# Goal-Setting

**Leadership vs. Management**





# Constructive Feedback

“I’d like to speak with you when you have a minute.  
I have some constructive feedback for you ?”

## THOUGHTS ?

- I’m in trouble...
- What did I do now ?
- What did I do wrong ?
- What is this about ??



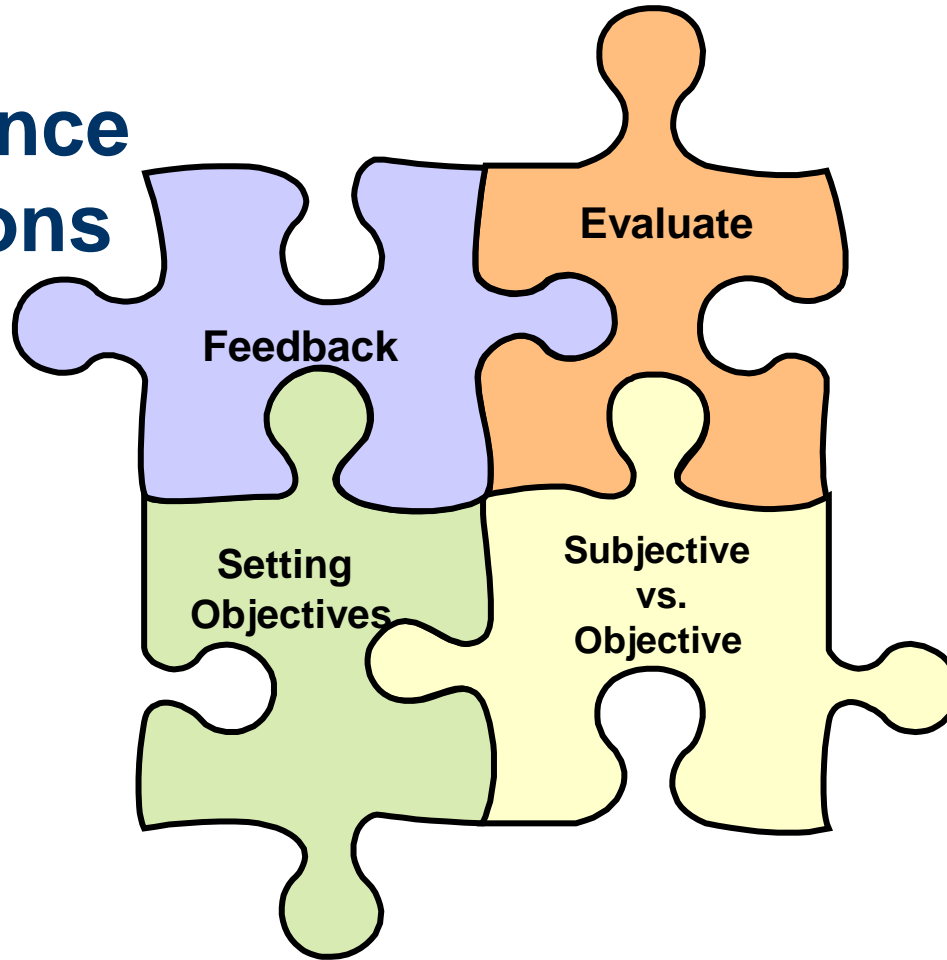


# Constructive Feedback - Tips

Constructive purposes for Feedback:

- Impact on Customer / Client Satisfaction
  - Link to Organizational Plans or Goals
  - Personal Development
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# Effective Performance Discussions





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## “Split Roles in Performance Appraisal”

*Herbert H. Meyer, Emanuel Kay, and John R. P. French, Jr. (Harvard Business Review, 1965)*

*“Surveys generally show that most people think the idea of performance appraisal is good. They feel that a man should know where he stands and, therefore, the manager should discuss an appraisal of his performance with him periodically.”*

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# Conducting an Effective Performance Discussion

Climate:

- Put the Employee at Ease
  - Don't hurry. Be "Informal".
  - Ask Open-ended questions
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# Conducting an Effective Performance Discussion

The Discussion:

- Listen
  - Focus on Results
  - Establish Goals Together
  - Provide Autonomy
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**QUESTIONS ?**

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