



Performance Management: Creating the Conditions for Maximum Employee Performance



Performance Management Is...

**A cyclical, two-way process
between managers and employees
to achieve desired outcomes
and enable individuals to perform to their
maximum potential.**

Performance Management Involves...

- Identifying key job functions and aligning them with the broader organization
- Ensuring expectations are communicated clearly
- Developing performance standards
- Giving and receiving feedback
- Planning development opportunities
- Working together to resolve performance challenges
- Creating a motivating, open and honest work environment

Performance Management Cycle



- Review company's mission, vision and strategic objectives
- Plan what needs to be done and by whom
- Define and share objectives and performance
- Agree with employee on how to track progress

- Set the environment for effective performance
- Encourage employee to deliver on goals

- Provide regular positive and constructive feedback
- Remove obstacles when appropriate
- Offer support and encouragement
- Acknowledge effort and contributions

- Conduct periodic reviews to ensure employee is on track
- Ensure performance standards are met
- Redirect efforts or reverse goals as necessary



Roles and Responsibilities

Manager's Role

- Develop productive relationships with employees
- Communicate clear performance expectations
- Provide ongoing feedback and coaching
- Make learning and development opportunities available
- Motivate employees to perform
- Acknowledge employee achievements
- Evaluate performance regularly and frequently
- Complete performance evaluation at least once a year

Employee's Role

- Ask about organizational direction, objectives and priorities
- Develop annual objectives and development priorities with manager
- Get absolute clarity on performance expectations
- Keep manager informed of progress or challenges in achieving objectives
- Proactively seek out feedback on performance
- Volunteer ideas and suggestions
- Prepare in advance for performance review discussions
- Deliver on performance commitments

Creating the Climate...

Factors that drive effective performance:

- A culture of trust
- Playing to people's strengths
- Managers who have the skill to have real conversations
- Jointly developed, meaningful goals linked to business strategy
- Crystal clear expectations
- Transparent metrics and rewards
- Frequent communication
- Tools, resources and support are available
- Regular check-ins for motivation and engagement
- People are held accountable for their objectives
- Commitment to development

SMART Objectives

Specific

What will you be doing when you have achieved the objective?

Measurable

How will you measure the achievement of the objective?

Achievable

What might hinder you as you progress towards the objective?

Relevant

How does this objective link to the organization's overall strategy?

Time-Bound

When will you achieve the objective?

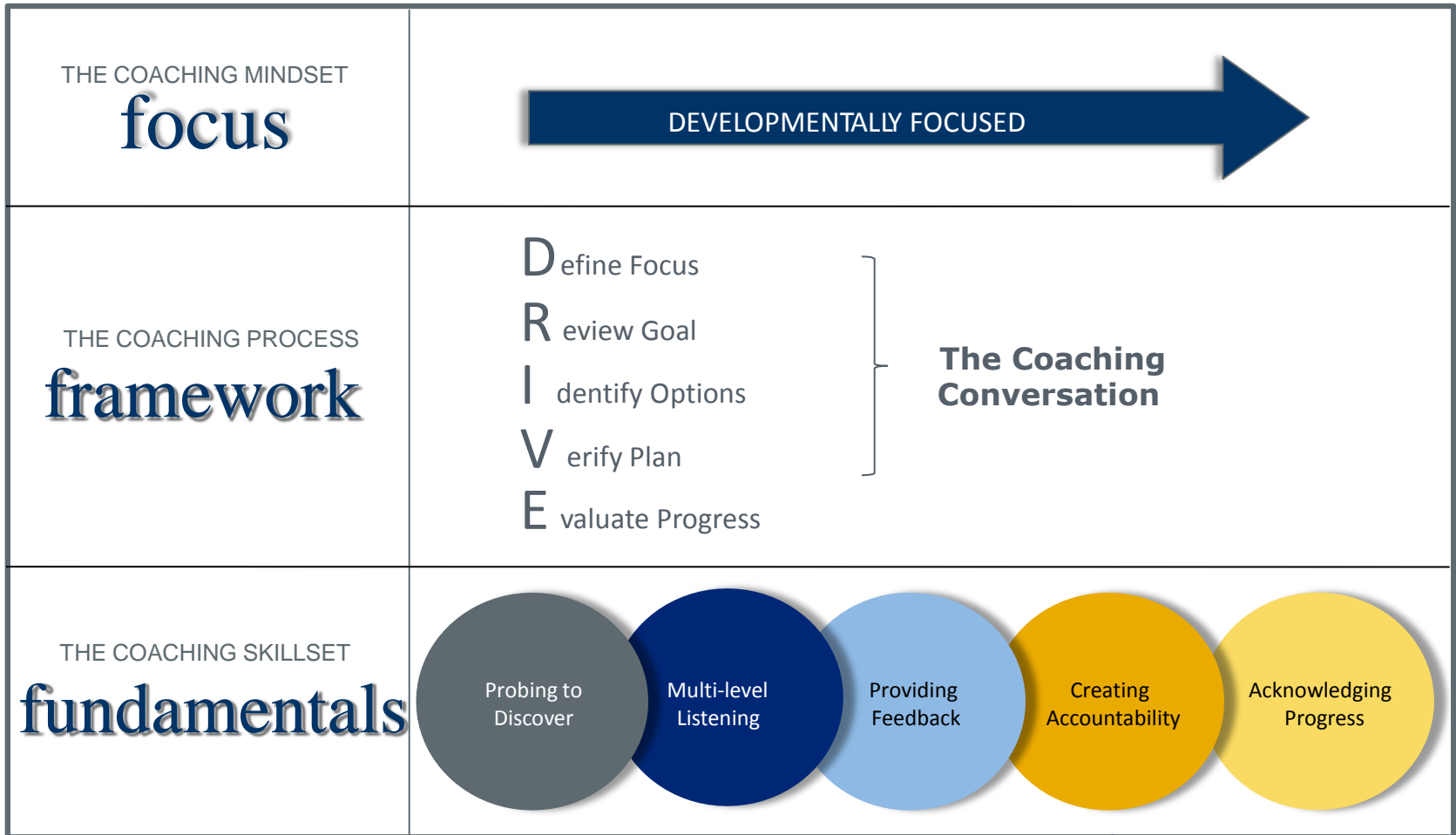




Coaching

DRIVING RESULTS™

Achieving Performance Through Coaching





Evaluating Performance and Preparing for Feedback

Considerations for Assessment

Does the employee...

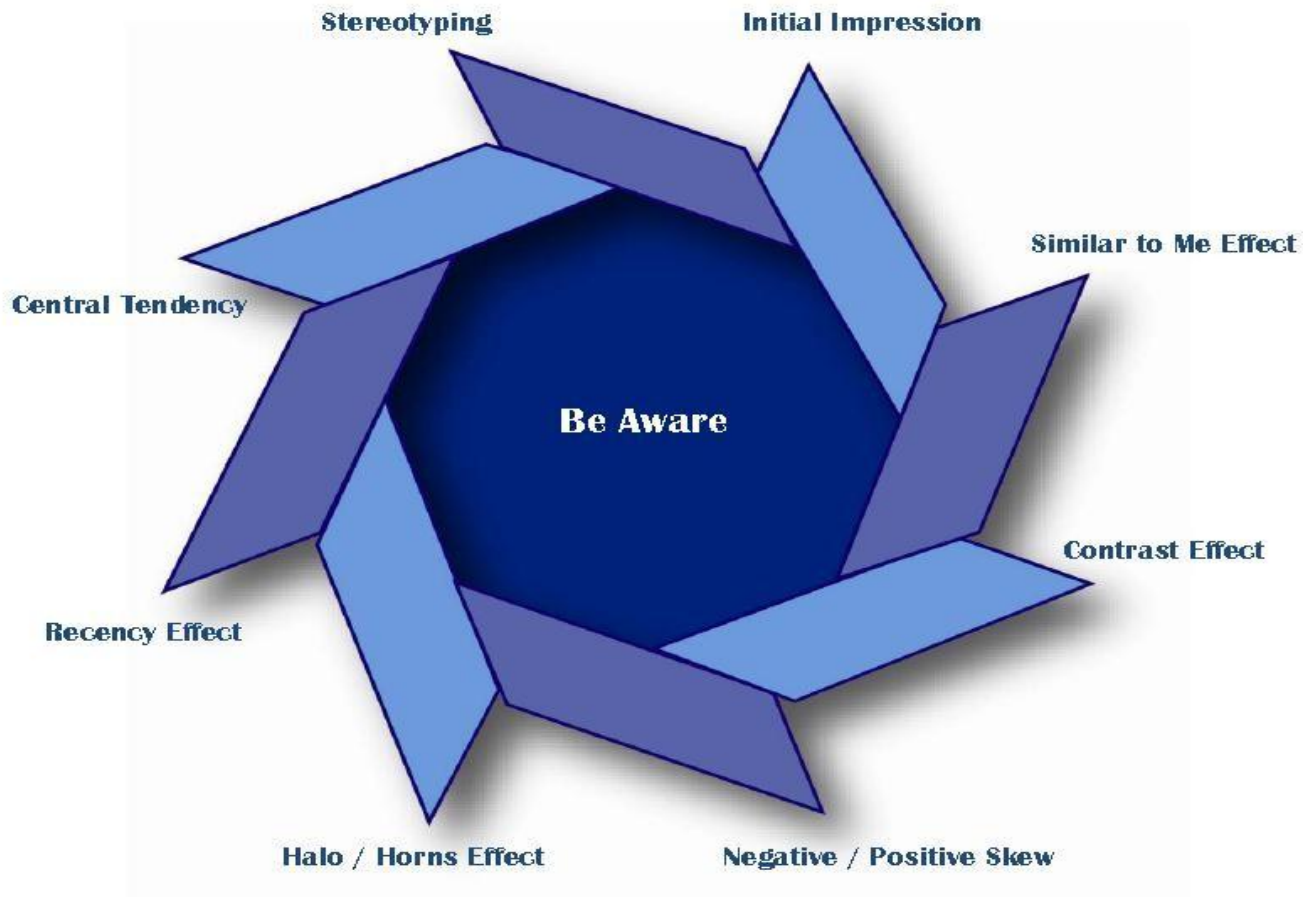
- Have regular opportunities to demonstrate the behaviour or skill?
- Demonstrate the behaviour or skill consistently, when given the opportunity?
- Get good results when demonstrating the behaviour or skill?
- Can you think of several examples when the behaviour or skill was demonstrated in the last 6-12 months?
- How has the employee demonstrated the Leadership Capabilities?
 - Plans for the future
 - Innovates & Inspires Creativity
 - Influences & Cultivates Critical Relationships
 - Models Agility
 - Develop Leadership Capacity

STAR Model

- S** **What was the situation?**
- T** **What was the task given to the employee?**
- A** **What action did the employee take?**
- R** **What was the result? What was the impact on others?**




Common Appraisal Pitfalls



Questions to Ask Yourself as You Prepare

- Did I encourage and support the employee effectively?
- Do I have a script or agenda prepared?
- Is my core message clear?
- Have I anticipated possible reactions from the employee?
- Am I aware of my own biases?
- Will my feedback be consistent with other discussions I've had with the employee throughout the year?
- Have I asked the employee to prepare by writing his or her review first?
- Have I prepared notes, but not yet added them to the appraisal form?



Feedback & Coaching

Guidelines for Giving Effective Feedback

- Provide on a timely basis
- Encourage and reinforce positive behaviour
- Ask the individual to self-assess – determine levels of self-awareness
- Focus on specifics - describe the behaviour and its impact
- Ask the individual to identify causes and find solutions
- Give developmental or constructive feedback in private
- Consider how you may be contributing to the problem – ask for feedback

Guidelines for Receiving Feedback

- Ask for feedback, then repeat and summarize
 - “So, you think that I speak too quickly in our meetings?”
- Ask for evidence
 - “When you say I’m often not clear, what exactly do you mean by that? Can you give me an example of when I haven’t been clear?”
- Solicit ideas on how you can improve
 - “Can you share some ideas on what might work better?”
- Share your side of the story
 - “The reason I...”
- Thank the feedback provider for sharing his or her views; recognize that it may have been difficult to share

The DESC Model



Possible Reactions to Feedback

- Listen attentively
- Empathize
- Respond to concerns
- Get back on track
- Crying
- Shouting or angry responses
- Walking away
- Refusing to speak
- Deflection
- Refusal to sign



Performance Review

Discussion – Next Steps

Setting Development Goals



Principles of Development

An individual must have:

- A reason to change
- Alignment to personal and organizational goals
- A personal development plan
- Time and practice
- Ongoing support from the manager
- Employees must see progress and successes!

Good Development Plans Are...

- Owned by the employee
- Jointly developed by the manager and the employee
- Developed with the employee's learning style in mind
- Specific and focused
- Tracked on a regular basis

Questions to Ask Yourself after the Review Discussion

- Was my message balanced with both strengths and development opportunities?
- Was I able to provide clear behavioural examples of the desired performance?
- Did I listen actively? Did I experience any 'communication blocks'?
- Was I authentic in my communication? Did I convey what need to be said?
- Did I focus on how the employee could leverage strengths to mitigate any weaknesses?
- Did we summarize the discussion and review next steps?



Learning that stays with you.

THANK YOU!

ABOUT KNIGHTSBRIDGE HUMAN CAPITAL SOLUTIONS

Knightsbridge is a human capital solutions firm that truly integrates the expertise of finding, developing, and optimizing an organization's people to deliver more effective solutions that maximize their investments in people and deliver better performance.

Today, organizations need a different kind of human capital partner; one with a broad perspective to solve their increasingly complex human capital challenges. Knightsbridge was created from its inception to be different, by bringing together teams of specialists with an integrated perspective across recruitment, leadership and organizational development, learning, and career and workforce management. These specialists challenge assumptions and work as a team to diagnose the underlying issues limiting organizational performance. The result is more objective advice and effective solutions that are customized and implemented to fully meet a client's specific needs achieving greater people and team productivity.

Knightsbridge works with clients across North America, the UK and Australia. We have strategic alliances with Career Star Group for career transition services and Amrop, the world's largest executive search network.

Knightsbridge is proud to be recognized as one of "Canada's Best Managed Companies", and to support the United Way, Junior Achievement, and the Canadian Business Hall of Fame as the national partner.

Knightsbridge has the people you need, when you need stronger people.

www.knightsbridge.com



FOR MORE INFORMATION, PLEASE CONTACT

Catharine Larkin
Director

250 Yonge St
Suite 2800
Toronto, ON M5B 2L7

Clarkin@knightsbridge.com
416-928-4626

