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
Are You Effective?

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

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

(Wall Street Journal, November 10, 2010)
High Performance Work System (HPWS)

- Talent Acquisition
- Coaching / Development
- Rewards / Recognition / Retention
- Organization Performance
- Performance Management
Performance Management

• Performance Management will support Engagement, Innovation, Change & Continuous Improvement
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?
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
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 (?) (?) (?)
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?
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.
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
Effective Performance Discussions

- Setting Objectives
- Feedback
- Subjective vs. Objective
- Evaluate
“Split Roles in Performance Appraisal”


“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. “
Conducting an Effective Performance Discussion

Climate:

• Put the Employee at Ease
• Don’t hurry. Be “Informal”.
• Ask Open-ended questions
Conducting an Effective Performance Discussion

The Discussion:

• Listen
• Focus on Results
• Establish Goals Together
• Provide Autonomy
QUESTIONS ?