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NEW ENGLAND STATES
GOVERNMENT FINANCE OFFICERS ASSOCIATION

Elements of Successful Performance Feedback in Today's Workforce

Presented By: Amy Harkins
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NOTE: This information is not intended as,
and does not constitute, legal advice. It is intended to
be a recap of key points presented in the training.



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Agenda

- 1) Performance Management
- 2) Communication
- 3) Building Trust/Building Relationships
- 4) Accountability
- 5) Setting Goals
- 6) Coaching and Balanced Feedback



What is Performance Management?

[Performance Management] “Is the process of continuous **feedback and communication** between a manager and an employee that occurs throughout the year, about the employee’s performance and in support of accomplishing the **strategic objectives of the organization**”

- UC Berkeley, People & Culture



The Performance Review

Think about a performance review YOU have had in the past...

- Was it a good experience?
- Can you identify behaviors or a descriptive word that made it great?
- Or was it a not so good experience?
- Can you name some behaviors or a descriptive word that made it not so good?



Survey Results

**Only 1 in 5
employees**

**Feel their company's performance
evaluation system motivates or
inspires them**

**30%
involved in
goal
setting**

**Employees are 3.6 X
more likely to be engaged
when involved in goal
setting process**

\$960B

**Cost per year to employers
due to poor management and
lost productivity**



The Importance to Employees

Continuous performance management indicates that managers value employees':

Work

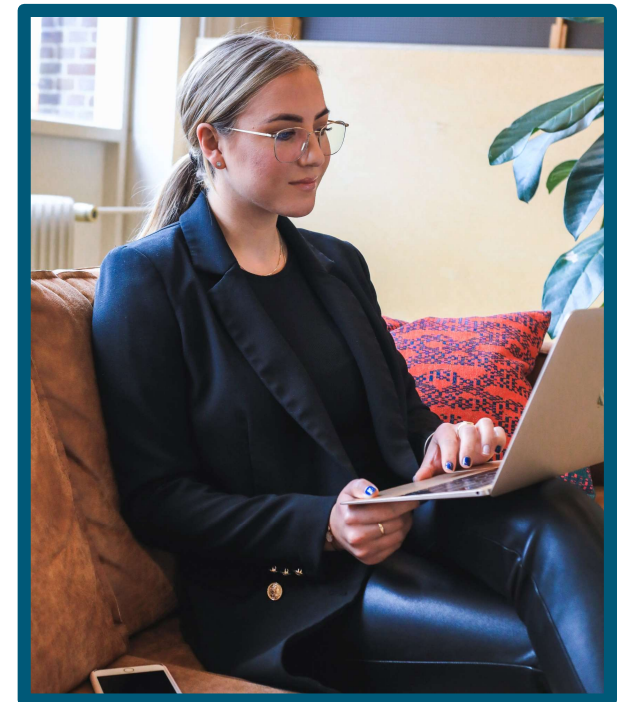
Goals

Challenges

They also become more open to receiving constructive (balanced) feedback

Benefits to the Manager

- Helps patterns or trends become clear
- Helps with annual performance reviews
- Creates a time-stamped record
- Performance data is easily referred to when writing the employee's annual performance review



What Employees Want from Their Leaders



**To help
them grow**

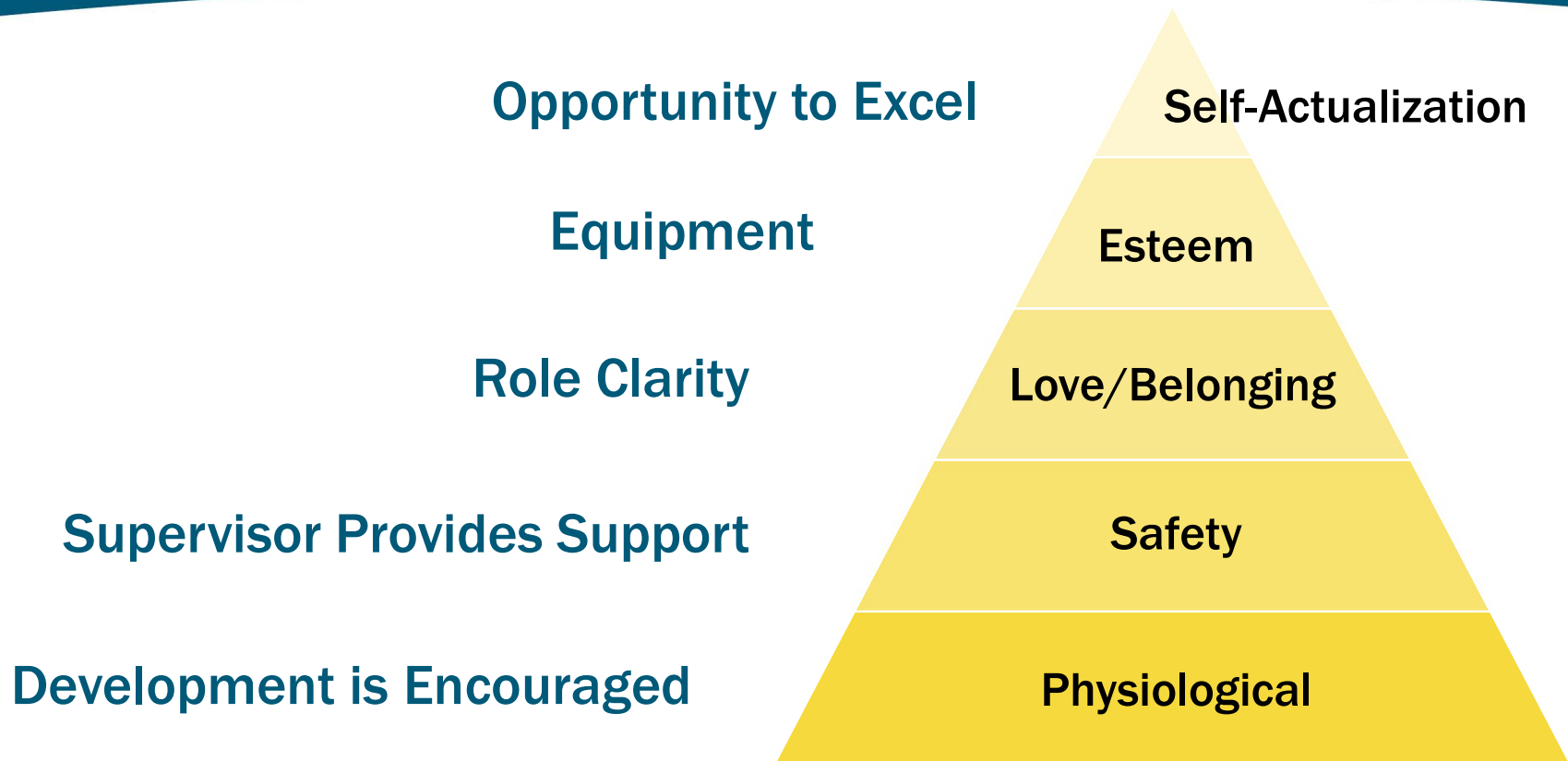


**To be treated
fairly**



**Coaching and
feedback**

Basic Needs at Work



Section 2: Communication



Setting Clear Expectations

- Job description and duties
- Any goals unique to them as individuals
- What is good, better, and best
- Behavioral expectations
- Getting performance feedback from you



How We Communicate

7%

Of communication
is words

38%

Is from tone of
voice (verbal)

55%

Is from body
language



Media Richness

**“Texting is a brilliant way
to miscommunicate
how you feel, and
misinterpret what other
people mean”**

- Steve Maraboli



Question Techniques

**To improve
communication and
understanding:**

- ✓ Closed questions
- ✓ Open questions
- ✓ Funnel questions

Good Communication is Key



Mode of communication



Ask for feedback and open-ended questions



When clarity is needed, increase communication

Section 3: Building Relationships/Building Trust



Build Relationships/Build Trust



Value long-term relationships



Be honest



Honor your commitments



Admit when you're wrong



Communicate effectively



Be vulnerable



Be helpful



Show people that you care



Stand up for what's right



Be transparent

Presence of Trust

Without Trust

- Conceal their weaknesses
- Hesitate to ask for help or offer help
- Jump to conclusions and inaccurate assumptions
- Fail to recognize and tap into one another's skills
- Hold grudges
- Dread meetings and find reasons to avoid

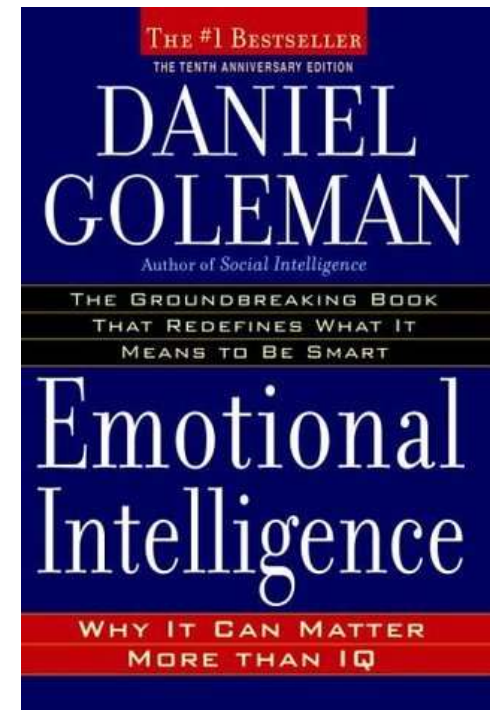
With Trust

- Admit weaknesses and mistakes
- Ask for help
- Accept input about their opportunity areas
- Give one another the benefit of the doubt
- Take risks
- Appreciate and tap into one another's skills
- Focus time and energy on important issues

Emotional Intelligence

Definition:

“The capacity to be aware of, control, and express one’s emotions, and to handle interpersonal relationships judiciously and empathetically.”



Elements of Emotional Intelligence

Self Awareness

The ability to understand your own emotions and drives.

Self Regulation

The ability to control and redirect emotions and think before acting.

Motivation

A passion to work for reasons that go beyond money or status.

Empathy

The ability to understand the emotions of others.

Social Skills

The ability to manage relationships, build networks and influence others.

Section 4: **Accountability**



Accountability

1) Self-honesty

2) Value others

3) Follow through

4) Take responsibility

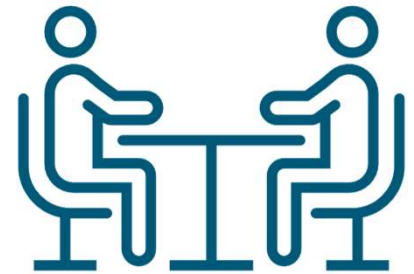
5) Do the right thing

6) Act promptly with care

7) Document

How to Hold Others Accountable

- Ensure the necessary resources are available
- Get a commitment, consider putting it in writing
- Emphasize the urgency and importance of the assignment
- Tell others about the person's commitment
- Agree on a plan for monitoring the person's work, provide ongoing feedback
- Monitor the person's work, always follow up and address issues timely

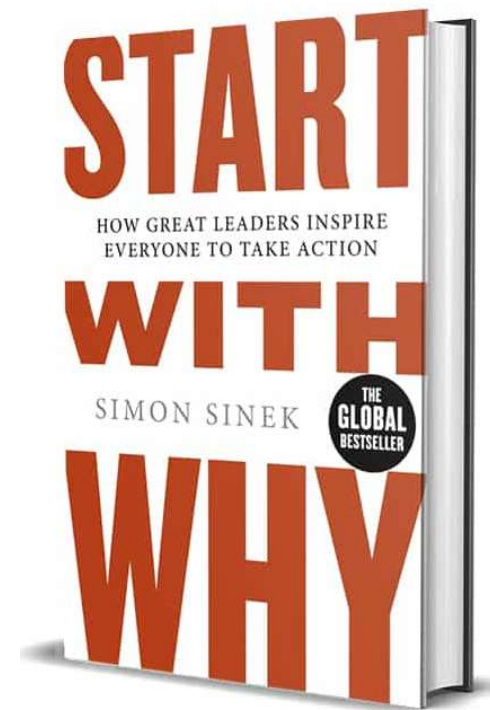


Excellence



Things to Consider When Working with Adults

- Adults enter situations with an image of themselves as self-directing, responsible grown-ups
- Each adult comes with their own skills and experiences to contribute
- Adults are willing to devote energy to those things that they believe will help them perform a task or solve a problem
- They want to know the “Why” and the “How”



Motivators

Doing something worthwhile

- Employees want to do something worthwhile
- Take time to explain how their work fits in to the total fabric of the company, how it is truly important, and how much you can count on them

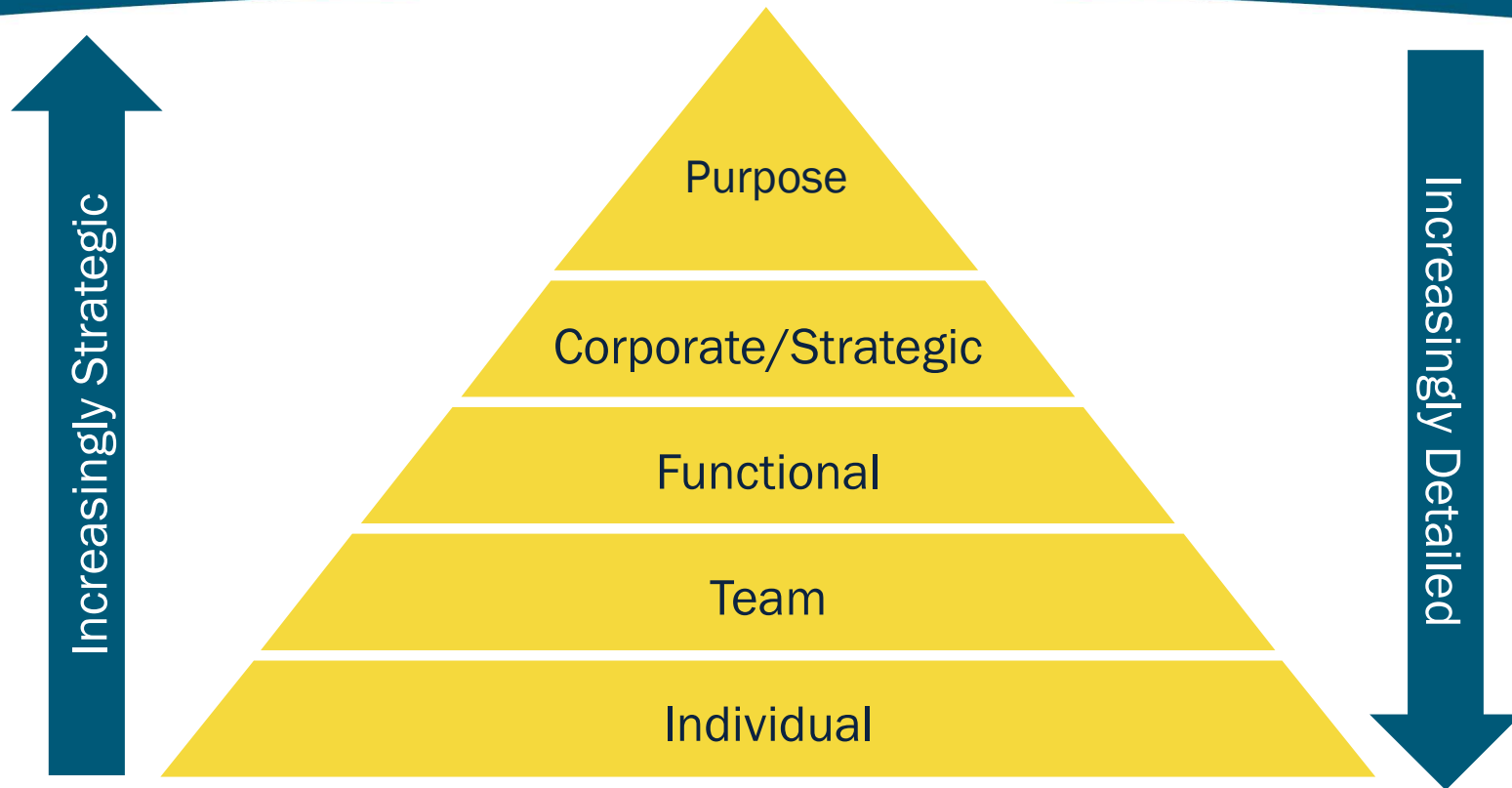
Being appreciated

- Positive feedback and recognition is nearly always a motivator for employees
- Tangible recognition may not always be in your control; however **intangible** recognition is in your control.
- It costs nothing to give an employee a sincere compliment about their work, their efforts
- Say “thank you!”

Section 5: Setting Goals



Setting Goals



Examples of S.M.A.R.T Goals

Specific

What is your goal?

- Exceed sales by 10% next year.

Measurable

By how much?

- 10% or \$50,000.

Attainable

Is it attainable?

- Yes, by increasing sales by \$962 each week.

Relevant

Is it relevant?

- Yes, it contributes to the company's growth goals.

Time-bound

In what time period?

- FY 2022.

Section 6: Coaching & Balanced Feedback



Coaching

**“A coach is part advisor,
part sounding board, part
cheerleader, part manager,
and part strategist.”**

-The Business Journal



What is Coaching?

The process of working with an employee to improve their skills in a conscious and directed way

- Teaches employees what to do to succeed
- Reinforces desired behaviors
- Assists in changing undesirable behaviors
- Empowers employees with the tools they need to take charge of their careers



Effective Coaching Characteristics



Listen to your employee



Show concern for your employee as an individual



Find out what motivates your employee



Focus on collaboration, not competition



Aim high but keep goals within reach

Who Needs Coaching?

Who needs coaching and balanced feedback?

Everyone

Poor performers

Mediocre
performers

Star performers



Benefits of Coaching



Enhances performance



Boosts enthusiasm for the job and for the organization



Promotes open communication between manager and their employees



Increases job satisfaction



Improves team interaction

Balanced Feedback

Feedback should be:

- Honest
- Specific
- Balanced
- Encouraging effective behavior



Formal vs. Informal

Formal

- Routine/scheduled
- Weekly/bi-weekly/monthly
- Allow employee to share achievements and areas in need of assistance
- Consider an agenda or 1:1 prep sheet
- Allow for private, uninterrupted time

Informal

- As needed/impromptu
- Provide timely feedback
 - Recognition
 - Enforce positive behaviors
 - Constructive feedback (private)

Preparing for Feedback Conversations



Tips for Giving Great Immediate Feedback

Connect

- How about we chat on, or I'd like to hear your thoughts or do you have five minutes to discuss...?

Share

- The specific situation or action and the impact or result

Ask

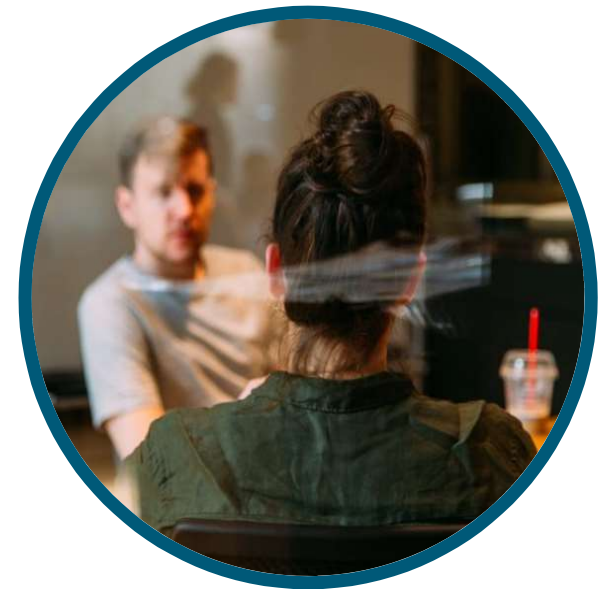
- For their side of story, perspective, or thoughts

Agree

- On learnings, next steps, what to continue doing, or how to handle it differently next time

Risks of Avoiding or Delaying

1. Silence may indicate approval
2. Frustration may build
3. Unintended messages



Tips for Documentation

- ✓ Start with the employee
 - ✓ Use what you like/what works for you (keep it simple)
 - ✓ Document along the way (use dates)
 - ✓ Use specific examples and direct quotes
 - ✓ Objectivity vs. Subjectivity
 - ✓ Use it as one more communication tool
 - ✓ Keep it confidential from other employees
 - ✓ Emails count!
- ★ Consider that anyone/everyone could see it someday

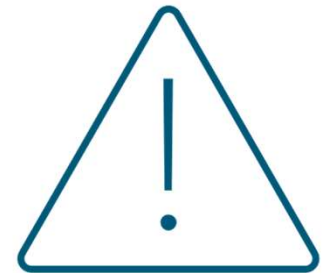


Benefits to the Manager

- ✓ Helps patterns or trends become clear
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Feedback

Don't forget to follow up!



Following up shows you are serious and committed to helping improve the situation.



Thank you!

Reflections and Q + A



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