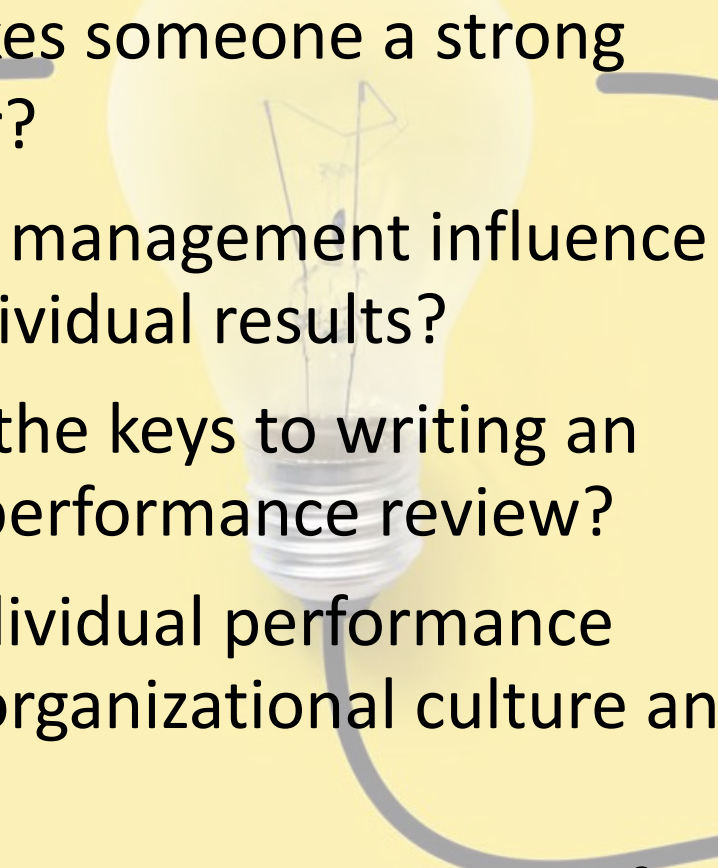


Managing for
Top

Performance
Larry Olmstead

Learning Objectives

- 
- What makes someone a strong performer?
 - How does management influence strong individual results?
 - What are the keys to writing an effective performance review?
 - How is individual performance linked to organizational culture and goals?
 - How do we manage a poor performer?

Performance Management – A Definition

Performance management is a process that provides feedback, accountability and documentation for performance outcomes. It helps employees channel their talents toward organizational goals.



What Makes
Someone a
Strong
Performer?

What Makes Someone a Strong Performer?

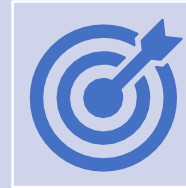


- Their talents are suited to the role they play in the organization
- They can be relied upon to consistently meet or exceed agreed-upon objectives, in a way that helps the organization achieve its strategic goals
- They are seeking high achievement on both external and internal measurements
- They care about the organization's success, not just their own
- Their success enables others to succeed
- They hold themselves accountable

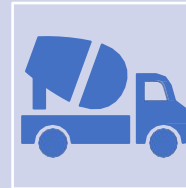


Creating a culture that
promotes performance
excellence

Culture of Excellence - Definition



The organization pursues challenging goals and consistently achieves them



The organization holds itself and its people accountable for concrete results, rather than behaviors and activities



Performance Feedback

- Ongoing feedback is best
- Good supervisors are engaged and inquisitive – but not micro-managers. They know that good employees probably know best how to execute the task
- Encourage two-way dialogue and self-evaluation. The best employees will be tougher on themselves than you will be as their supervisor



*"That's my performance review?!
Two thumbs up?!"*

Annual
Performance
Review

Performance Review

An important tool for Performance Management, but not the be-all and end-all. Other tools:

- Ongoing feedback
- Training & development
- Assignments and projects
- Cross-training
- Coaching and mentoring
- Pair up with a partner
- Financial incentives

Keys for an Effective Performance Review

- Write and deliver with Positive Intent
- Avoid surprises, especially unpleasant ones
- Decide on a theme – What is the most important message you want to convey? Make sure the review states and reinforces that message
- Write with clarity
- Less is more
- Ensure the review is delivered in a private space, with plenty of time for questions and discussions
- Ensure agreement on initial action steps

Dealing with poor performance

Analyze – Why?

- **Poor fit** – either they are in the wrong job, or they are ill-suited for the specific task for which they have been assigned
 - Bad hire
 - Poor work ethic
- **Expectations** – lack of agreement, lack of clarity or both
- **Communications** – Insufficient or of poor quality
- **Distraction** – External or sometimes internal issues are interfering with their work focus
 - Alcohol or substance abuse

Addressing Poor Performance



**DO YOUR JOB –
DELIVER
CONSISTENT
FEEDBACK,
APPROACH
EMPLOYEE WITH
POSITIVE INTENT,
MAKE SURE
YOUR
EXPECTATIONS
ARE FAIR AND
REASONABLE
AND STATED
CLEARLY**



**BE SPECIFIC IN
YOUR FEEDBACK.
FOCUS ON
OBSERVABLE
BEHAVIORS. TIE
YOUR CONCERNS
TO BUSINESS
OUTCOMES AND
RESULTS**



**ASK EMPLOYEE
FOR HIS/HER
OWN
EVALUATION OF
THE SITUATION,
AND TO
RECOMMEND
SOLUTIONS**



**AGREE ON STEPS
TO MOVE
TOWARD
RESOLUTION OF
THE SITUATION**



**BRING YOUR
SUPERVISOR
AND/OR CEO
INTO THE LOOP**



Addressing the Issue: 5-Step Progression

1. Point out the issue in a conversation
2. If there is a repetition, have another conversation; create a note, but hold onto it, depending on the severity of the issue
3. Another repetition, have another conversation, send the employee an email or note documenting the conversation
4. Next step is probably a performance plan. This discussion involves the department head and CEO. Specific expectations are created with a timeline involved. The employee signs off on the plan. The plan and all preceding notes go into the personnel file
5. Should the employee fail to meet expectations within the defined time period, next step is likely termination. In our organization, only the CEO is empowered to terminate someone, and he/she would do

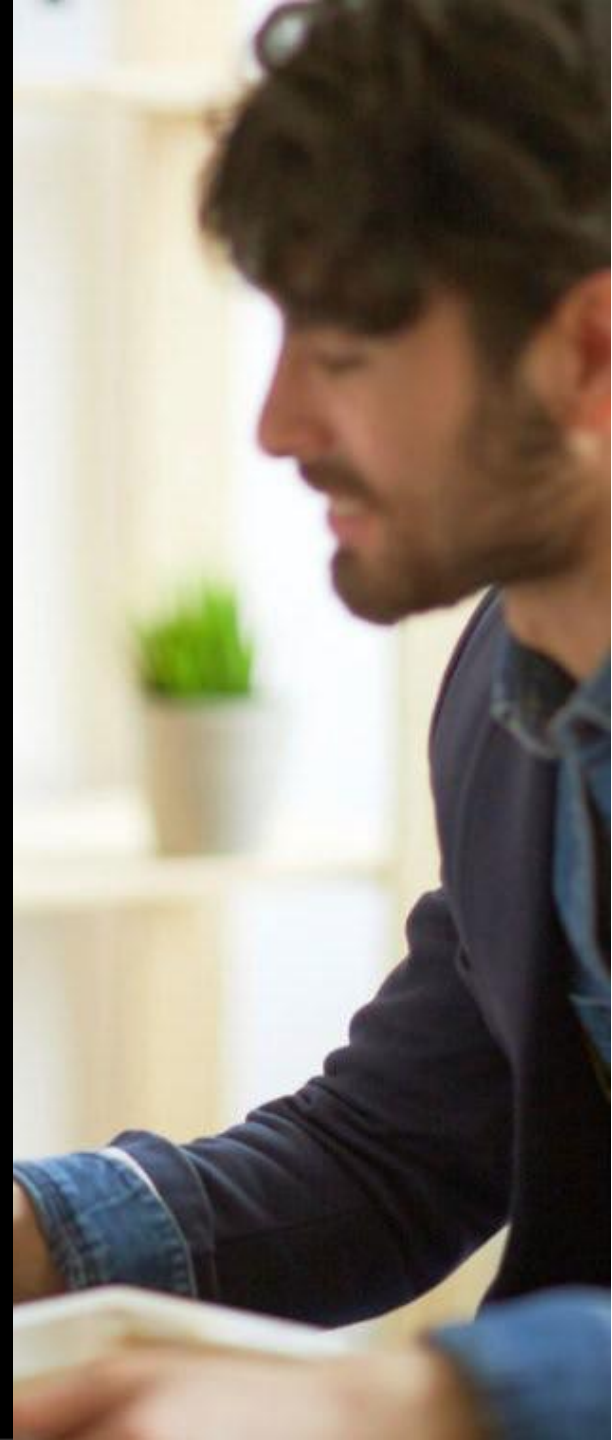
The Basic Principles – Achieve Global

The Basic Principles

1. Focus on the situation, issue or behavior, not on the person
2. Maintain the self-confidence and self-esteem of others
3. Maintain constructive relationships
4. Take initiative to make things better
5. Lead by example
6. Think beyond the moment



Delivering Constructiv e Feedback





Delivering Constructive Feedback

Key Actions

1. Convey positive intent
2. Describe specifically what you have observed
3. State the impact of the behavior or action
4. Ask the other person for a response
5. Focus the discussion on solutions