

PERFORMANCE REVIEWS CAN CHANGE A PERFORMANCE

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SIMONE BILES!!
SHE'S ALL ABOUT PERFORMANCE!!
YOU CAN BE TOO!



PERFORMANCE

WEBSTER'S DEFINITION: the action or process of carrying out or accomplishing an action, task or function

PERFORMANCE = ABILITY x MOTIVATION (1)

ABILITY – is the person's aptitude, as well as the training and resources supplied by the organization

MOTIVATION – is the product of desire and commitment

SOMEONE with 100 percent motivation and 75 percent ability can often achieve above average performance. But a worker with only 25 percent ability won't be able to achieve the type of performance you expect, regardless of the level of motivation

(1) From "Developing Management Skills" (8th Edition) pg.27 by David A. Whetten and Kim S. Cameron 2011

PURPOSE OF A PERFORMANCE REVIEW

THE PURPOSE IS MULTI - FOLD

- PROVIDES AN ACCURATE AND ACTIONABLE EVALUATION OF PERFORMANCE
- AIDS IN THE DEVELOPMENT OF SKILLS IN LINE WITH JOB TASKS
- INSURES ALIGNMENT OF JOB TASKS WITH ORGANIZATIONAL VISION, GOALS
- PROVIDES A STRUCTURED AND DELIBERATE COMMUNICATION PLATFORM BETWEEN THE MANAGER AND THE EMPLOYEE
- MANAGER LEARNS WHAT MOTIVATES THE EMPLOYEE



PERFORMANCE SUCCESS FACTORS

1. **DEFINE THE ESSENTIAL TASKS OF THE JOB**
 - THESE TASKS ARE THE FOUNDATION FOR ASSESSING PERFORMANCE
 2. **SELECT THE RIGHT PERSON FOR THE JOB**
 - ASSESS HIS/HER ABILITY PROPERLY DURING THE SELECTION PROCESS
 3. **PROVIDE ADEQUATE RESOURCES FOR THE EMPLOYEE**
 - MENTOR
 - TRAINING
 - TIMELY ACCESS TO SYSTEMS
 - FULL JOB DESCRIPTION
 - COMMUNICATE EXPECTATIONS FOR SUCCESS
 4. **CONDUCT TIMELY , CLEAR AND CONCISE PERFORMANCE REVIEWS**
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PERFORMANCE PREPAREDNESS



GETTING THE BEST OUT OF THE REVIEW

- OBTAIN TRAINING FOR REVIEWER AND EMPLOYEE
 - SHARED ACCOUNTABILITY - BOTH THE EMPLOYEE BEING REVIEWED AND THE MANAGER CONDUCTING THE REVIEW PLAY A ROLE
 - ADEQUATE INVESTMENT OF TIME AND THOUGHT TAKEN IN WRITING AND CONDUCTING THE REVIEW
 - PRACTICE, PRACTICE, PRACTICE – WHAT TO SAY, HOW TO SAY
 - CONDUCT CONSISTENT PROGRESS UPDATES
 - MONTHLY 1 ON 1 UPDATE – BEST PRACTICE
 - QUARTERLY REVIEWS – BEST PRACTICE
 - SEMI ANNUAL REVIEWS – BETTER PRACTICE
 - ANNUAL REVIEWS – STANDARD PRACTICE
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REVIEW COMPONENTS

THERE SHOULD NEVER BE ANY SURPRISES DURING A PERFORMANCE REVIEW!!

- 1. GOALS AND MEASUREMENTS HAVE BEEN CREATED , DISCUSSED AND ACCEPTED**
 - 2. REVIEW SCHEDULE(S) HAVE BEEN ESTABLISHED**
 - 3. EMPLOYEE PROVIDES HIS/HER INPUT**
 - 4. MANAGER REVIEWS EMPLOYEE INPUT, PROVIDES APPROPRIATE RESPONSE(S) AND FEEDBACK. SOME FEEDBACK MAY INCLUDE CO-WORKERS.**
 - 5. BOTH MEET PER THE AGREED SCHEDULE**
 - 6. ACTION PLANS ARE CREATED AND/OR ADJUSTED. THERE MAY BE A PERFORMANCE IMPROVEMENT PLAN INITIATED.**
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AS A MANAGER

ANALYZE OUTCOMES – NOT JUST THE OUTPUTS

FOCUS ON THE EMPLOYEE'S POSITIVE CONTRIBUTIONS TO THE ORGANIZATION , LIST KEY PERFORMANCE INDICATORS, METRICS ARE BENEFICIAL

SET PERSONAL BIASES ASSIDE. (2) WATCH OUT FOR:

HALO HORN EFFECT - a single positive event or attribute lifts the review up, and in the horn effect similarly a single negatively perceived action or trait 'poisons' the whole review.

CONFIRMATION BIAS - tendency to search for new information in a way that confirms our preexisting beliefs. It's easy to believe people who align with us on specific facts, beliefs, or stances. On the other hand, we're likely to be skeptical of people who don't agree with us.

RECENCY BIAS - when recent events weigh much more heavily in the review rather than older, possibly even more significant events. This is partly due to how our memory works and is a completely natural thing.

IDIOSYNCRATIC BIAS - happens when people evaluate skills higher they're not good at or lower in things they're great at. This is rooted in lower standards we have for things we don't have deep knowledge about and higher standards for things we're experienced at.

REMEMBER – PERSONALITIES WON'T CHANGE SO FOCUS ONLY ON BEHAVIOURS WITHIN A PERSON'S CONTROL

(2) From, "7 harmful biases in performance reviews" Leadership.Garden
By Ochronos, November 24, 2020

AS AN EMPLOYEE

COLLECT AND PREPARE EVIDENCE OF YOUR PERFORMANCE

- ✓ Notable accomplishments
- ✓ Summarized key performance indicators
- ✓ Feedback and praise from colleagues and leadership

PREPARE TO DISCUSS CAREER GOALS

COMPLETE A SELF ASSESSMENT FORM

PROVIDE FEEDBACK ON WHAT ELSE THE ORGANIZATION OR MANAGER CAN DO TO IMPROVE AND/OR SUPPORT YOUR PERFORMANCE



LET'S TALK

HOW MANY OF YOUR ORGANIZATIONS HAVE A FORMAL REVIEW PROCESS?

HOW MANY OF YOU HAVE HAD PERFORMANCE REVIEWS?

HOW MANY OF YOU CONDUCT PERFORMANCE REVIEWS?

BREAK OUT INTO SMALL GROUPS – TAKE A FEW MINUTES

I WOULD LIKE ONE RESPONSE FROM EACH GROUP FOR EACH

WHAT WORKS BEST IN THE REVIEW PROCESS

WHAT WORKS LEAST IN THE REVIEW PROCESS

WHAT IS THE MOST DIFFICULT COMPONENT OF THE PROCESS



RISKS OF AN INADEQUATE REVIEW

- EMPLOYEES VIEW THE “APPRAISAL” AS NON-EXISTENT OR UNFAIR WHICH CONTINUE INTO NEXT REVIEW CYCLES
 - EMPLOYEES ARE UNABLE TO PRACTICE THE RIGHT THINGS, PRIORITIZE OPPORTUNITIES AND CLARIFY ACCOUNTABILITIES OWNED BY THE INDIVIDUAL VS THE MANAGER OR ORGANIZATION
 - EMPLOYEES MAY BE BLINDSIDED BY ITEMS NEEDING IMPROVEMENT
 - EMPLOYEES MAY FEEL CONFUSED OR UNDERVALUED
 - INEFFECTIVE ORGANIZATIONAL DECISIONS, SUCH AS PROMOTIONS AND RAISES
 - MANAGERS CANNOT ACCURATELY JUDGE IF PERFORMANCE ISSUES ARE DUE TO LACK OF MOTIVATION OR ABILITIES
 - MANAGERS TRY TO AVOID UNPLEASANTNESS AND DO CURSORY REVIEWS LEADING TO CYNICAL VIEWS ABOUT THE PROCESS
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REVIEW TIME – USE THE BEST PHRASE/WORDS

BE SPECIFIC AND DESCRIPTIVE.

- OVERLY GENERAL FEEDBACK INCREASES FEELINGS OF DEFENSIVENESS RATHER THAN OPENNESS TO BEHAVIOUR CHANGE BECAUSE IT INVOLVES BROAD JUDGEMENTS AND INVITES COUNTERPUNCHING RATHER THAN DISCUSSION.
- PROVIDE FEEDBACK IN A GROWTH-ENCOURAGING WAY
- FOR EXAMPLE: “YOUR PRESENTATION WAS BAD” – THIS IS LITTLE MORE THAN A PERCEPTION TO GET BETTER, NOT REALLY HELPFUL AT ALL.
- WHAT IS MORE EFFECTIVE- THE WHAT - “YOUR PRESENTATION NEEDED TO INCLUDE DEMOGRAPHICS , LIFE-CYCLE COSTS AND PAYMENT TERMS” THE WHY - “THESE ELEMENTS CAN PROVIDE A BASIS FOR STRATEGIC PLANNING” AS WELL AS OPENING THE DISCUSSION AS A TEACHING MOMENT AND EXPLAINING THE IMPACT.

SOME SYNONYMS FOR GOOD

AS IN REASONABLE:

LOGICAL

VALID

RATIONAL

SOLID

INFORMED

WELL-FOUNDED

CERTIFIED

VALIDATED

VERIFIED

ACTUAL

SUBSTANTIATED

AS IN NICE:

HONORABLE

TRUE

WORTHY

RESPECTED

CORRECT

EXEMPLARY

COMMENDABLE

AS IN OKAY:

SATISFACTORY

ACCEPTABLE

FAVORABLE

AS IN SKILLED:

PROFICIENT

PRACTICED

ACCOMPLISHED

COMPLETE

EFFICIENT

POLISHED

COMPETENT

MASTERFUL

ADEPT

BALANCED

EXEMPLARY



SOME SYNONYMS FOR BAD/POOR

DEFICIENT

SUBSTANDARD

LACKING

WANTING

DEFECTIVE

INSUFFICIENT

UNACCEPTABLE

DEFICIENT

SUBPAR

MEDIOCRE

LOW

INADEQUATE

QUESTIONABLE

WEAK

INCORRECT



EXAMPLES

DON'T

YOUR DATA VISUALIZATIONS WEREN'T GREAT AND YOU SHOULD DO BETTER NEXT TIME

DO

I LIKED HOW YOU BROUGHT UP DATA FROM POWER BUSINESS INTELLIGENCE IN YOUR PRESENTATION. NEXT TIME DO SPEND MORE TIME VISUALIZING IT.

TO IMPROVE THE NEED FOR CHANGE, EXPLAIN THE DOWNSTREAM EFFECTS OF THE BEHAVIOUR ON THE TEAM, COMPANY AND THEIR OWN CAREER PROSPECTS

DON'T

YOU'RE DEFINITELY GOOD WITH CUSTOMER SERVICE, BUT STILL THIS DOESN'T FULLY COMPENSATE FOR THE LACK OF QUALIFICATIONS IN SOCIAL SELLING.

DO

CUSTOMER SERVICE IS YOUR STRENGTH. IF YOU WORK FURTHER ON IMPROVING YOUR SALES DEMO TECHNIQUES, I CAN SEE YOU MOVE INTO A LEAD POSITION.

THINK LIKE A COACH AND TALK LIKE A MENTOR!



LET'S TALK

– LETS SPEND A FEW MINUTES WORKING IN SMALL GROUPS

FIRST, CREATE A STATEMENT THAT LETS AN EMPLOYEE KNOW THEY DID A “GOOD JOB”

SECOND, CREATE A STATEMENT THAT TELLS AN EMPLOYEE WHERE THEY DID A “POOR JOB”

HERE ARE SOME EXAMPLES TO USE:

- REORGANIZING THE WAGE ATTACHMENT FILES
 - DOING THE YEAR END JOB
 - TRAINING A NEW EMPLOYEE IN THE DEPARTMENT
 - BUILDING A TAX PAYMENT SCHEDULE
 - WORKING WITH EMPLOYEES ENTERING DIRECT DEPOSIT
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JUST LIKE THAT!
YOUR PERFORMANCE IS MEDAL WORTHY!

