

Empowering Performance Feedback

Innovation Centre, Sunshine Coast
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By the end of the workshop participants should be able to:

- Describe the components of an empowering Performance Management system
- Describe the keys to empowering performance feedback
- Understand why performance feedback is vital to a firm's ongoing success
- Derive more satisfaction from your leadership style by being more aware of your ability to empower employees

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95% of employees don't understand the strategy of the organisation for which they work

84% of companies say they are not using their workforce to its full potential

68% of employees say their companies do not manage employee performance well

76% of employees believe their companies do a bad job of helping poor performers improve

Only 29% of employees say that when they do a good job, their performance is rewarded

50% of the average employee's time is spent on non-productive work

Source: Forrester Research Inc, 2007, "Forrester Wave™ —Performance And Compensation Solutions"

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“Failure in human capital management [is] the main threat to the sustainability of ... business operations.”

Australian Financial Review, 2 November 2007

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Performance management is an interactive and ongoing process

- Communicate company aligned goals
- Assist the employee be the best they can be
- Help employees see that they can do what is required
- Evaluate employee performance
- Reward them fairly

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Effective performance management systems integrate organisational, business and individual planning, and performance

- Planning and clarifying performance objectives and linking individual and business plans with organisational plans
- Regular feedback on, and appraisal of, individual and team performance against the achievement of objectives
- Recognition and reward for performance
- Learning and development to build individual and organisational capability
- Evaluating the contribution of individual and organisational performance
- Counseling and effective management of poor performance

Consequences of poorly structured process

- Time and resources are wasted
- Low employee engagement levels
- Individuals are not performing at their best
- Mistrust, lower productivity and higher attrition
- Morale can suffer
- Negatively affect stakeholders demanding increased transparency
- Poor training and development decisions
- Poor project assignment decisions
- Managers will not be adequately alerted to problems
- Legal issues

Benefits of a well executed performance management system

Organisation Wide	Supervisors / Managers	Employees
Savings	Time Savings	Clarification of Expectations
Accuracy	Reduced Conflicts	Improved Self Assessment
Accountability	Visible Accountability	Improved Performance
Productivity	Efficiency	Career Paths
Retention	Consistency	Job Satisfaction
Communication	Performance	
Performance		

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Receiving Feedback to maximise your optimal learning

- Listen carefully
- Don't get defensive
- Paraphrase back to the giver
- Ask questions or ask for examples
- Carefully evaluate the accuracy and potential value
- Gather additional information
- Don't overreact

Models for giving empowering feedback

- Immediate Feedback
- Sandwich Feedback
- Short Feedback with Response
- Long Feedback with Response

Sandwich Feedback

- Tell them what was done right
- Tell them what needs to be improved
- Tell them an overall positive summary statement for the behaviour, attitude or knowledge

Short Feedback With Response

- Tell them what was done that was good or correct
- Tell them what needs to be improved
- Ask: “Now tell me what you are going to improve?”
- Ask: “Tell me how you will do this next time.”

Long Feedback With Response

- “How do you think you went in xyz?”
- “Is it important to you that you improve?”
- “Good. You know how important it is to us to assist you in being the best you can be.”
- “Let me tell you what you did that was good...”
- “And what needs to be improved is...”
- “Now tell me what you are going to improve.”
- “Tell me, how will you do this the next time?”

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Dealing with Mismatchers – they disagree with whatever you say

Note: their responses are not out of malice, but because they want every possible objection answered

Example: What not to do

You: “A great way to improve your business would be to increase the number of prospects you contact.”

MM: “We tried that and it didn’t work.”

“We haven’t got enough staff.”

“That won’t work until we have the systems to deal with it.”

Example: What you could try

You: “I know you’ll hate this idea, but...”

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Dealing with Mismatchers – they disagree with whatever you say (continued)

MM: “You can’t help my business.”

You: “You’re right.”

“I can’t help anybody’s business. All I can do is assist people to recognise areas of unrealised profit in their business. It’s your job to realise it.”

MM: “I can’t do it.”

You: “You’re probably not managing your time effectively enough to do it.”

“You’re probably not ready for this level of growth”

“I doubt you can....”

Reading and leading people

1. Establish rapport

Communication is

55% Physiology, Body language
38% Tonality, Voice Quality
7% Words, Language

How To Get It

Matching & Mirroring:

1. Physiology (55%)
 1. Posture
 2. Gesture
 3. Facial Expression
 4. Breathing
 5. Head/Spine Tilt
2. Tonality (38%)
 1. Voice Tone (pitch)
 2. Tempo (speed)
 3. Timbre (quality)
 4. Volume (loudness)
 5. Rhythm
3. Words (7%)
 1. Predicates
 2. Key Words
 3. Common Experiences
 4. Chunking

Reading and leading people (continued)

2. Use language masterfully

Tag Questions:

- "...don't you?"
- "...aren't you?"
- "...isn't it?"
- "...won't you now?"
- "...haven't you already?"
- "...isn't that right?"
- "...and you can, can you not?"
- "...couldn't you?"
- "isn't that true?"

Replace "but" with "AND"

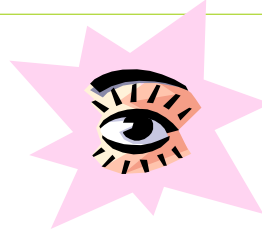
Use language that appeals to the person's
"Preferred Representational System"

Exercise: Preferred Representational System

Quiz

Preferred Representational Systems

- Visual
- Auditory
- Kinaesthetic
- Auditory Digital



Performance Management

Key components of empowering performance management systems

1. Develop SMART goals for all employees (Specific, Measurable, Attainable, Realistic, Time-Framed):
2. Align individual goals with corporate objectives
3. Begin with Performance Planning
4. Include an employee self-evaluation in the review process
5. Iterative review process
6. Improve productivity through better goal management
7. Gather information from a number of sources
8. Document, Document, Document
9. Adequately prepare and train your managers
10. Performance appraisal or review should be a summary
11. Use empowering feedback models
12. Link performance management with rewards and recognition
13. Evaluate and encourage full participation and success