Tips for Successful Performance Development

Traditional Performance Appraisals vs. Performance Management

I. Traditional Performance Appraisals Focus on the PAST

1. Focusing energy, attention and effort on past shortcomings rather than future success.
2. Focusing attention on the past causes the individual and the supervisor to dwell on things that cannot be changed.
3. Unfortunately, managers are likely to pay more attention to past mistakes than successes because they are trained to solve problems and remove obstacles.
4. Focusing on past may inhibit performance unintentionally by focusing on the negative.
5. Focus on past siphons attention away from improving future performance which is the goal.
6. Individuals are less receptive to discussions about future performance when they have received negative feedback.
7. Performance management systems work well when the feedback received is good.

II. Performance Management – FUTURE, forward-looking

1. Direct the efforts of employees toward the achievement of organizational goals and objectives.
2. Help the employee envision SUCCESS!
3. Identify performance problems and determine the conditions necessary to improve the situation.
4. Focus attention on developmental activities that strengthen future performance.

III. Practice of Dialogue—the PERFORMANCE CONVERSATION:

1. DIALOGUE – conversations that focus employee and supervisor efforts on setting and achieving shared goals.
2. The practice of dialogue yields powerful results. Performance improvement.
3. Opportunity to step back from the details of daily, weekly, and monthly efforts and focus on shared institutional goals
4. COLLABORATION between employees and their supervisors.
5. How can the supervisor help the employee succeed? (meet personal as well as work goals)
6. How is the individual's work connected to the work of others?

IV. None of us can read minds!

1. Although supervisor directs the process, the employee is a full participant.
2. Employees MUST engage in collaborative dialogue with their supervisors.
3. Together employees and supervisors can more effectively diagnose problems and produce joint solutions to performance challenges.

4. Emphasize growth, improvement and continuous movement toward shared objectives.
5. Create the right environment for good performance to occur, improving quality of our work, align our collective efforts toward supporting the mission and goals of the university.
6. How do individual contributions affect the attainment of our department's goals?

V. What Does the Employee Need to Do?

1. Be prepared to discuss your work needs and concerns.
2. Make suggestions about improving your work or work environment
3. Discuss how your contributions have and will affect the department and others in the university.
4. Feel free to give honest assessment to help identify and eliminate performance challenges.
5. Reach agreement on the work that is to be performed and plans to reach those objectives.
6. Participate – You are a partner in achieving your own success, as well as, that of the department and the university.
7. Let your voice be heard.
8. Reach agreement on the work that is to be performed and plans to reach those objectives.

VI. What Does the Supervisor Need to Do?

1. Provide assessment of the employee's current contributions.
2. Assessment (10%-15%) is necessary to establish expectations for future performance.
3. Don't ignore performance problems, employees are accountable.
4. But don't focus on past. Avoid unnecessary criticism.
5. Focus attention on improvement, instead of corrections, punishment or remediation.
6. Performance development is <u>positive in nature</u>, optimistic and forward-looking.
7. Identify ways in which the employee can make positive contributions toward achieving organizational goals.
8. Why are the employee's contributions important?
9. Revel in the opportunity to work with employees to identify problems and discuss potential solutions with candor.

Remember:

1. Practice. Dialogue is a two-way communication system.
2. Believe that open dialogue is essential to a successful working relationship and that there is always room for improvement.