

Performance Evaluations that Motivate

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Purpose

- Evaluate work performance from a manager's point of view and his/her ability to manage from the employee's point of view.
- Evaluation process should not have surprises.
- Amateur *Vs.* Professional Manager

Steps to Consensus

- Preparation
- The Appraisal Discussion
- Giving Feedback
- Listen
- Establishing Agreement
- Discussing Performance Improvement
- Closing



Preparation

- Make appointment
- Private location
- Self appraisal
- Review personnel file
- Note successes and vulnerabilities
- Anticipate questions



Appraisal Discussion

- Discuss purpose
- Set the stage for a relaxed discussion
- Informal discussion of the department
- *Blank* evaluation form
- Questions about process?



Giving Feedback

- How *Vs.* What
- Methodically cover each area
- Build justification for outcome
- Performance only - not personality
- Balanced view



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Listen

- Opinions are valued
- Open-ended questions
- Reassurance
- Paraphrasing
- Using silence
- Resolve conflict



Establishing Agreement

- Listening without arguing
- Give specific examples of performance
- Focus on the issues
- Encourage sharing
- Clarify expectations



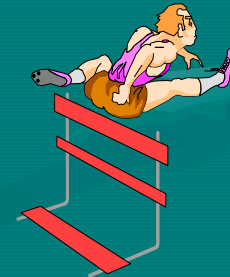
Discussing Performance Improvement

- Develop a plan
- Involve employee
- Be specific
- Prioritize
- Paint a picture of what success looks like
- S.M.A.R.T.



Closing

- Ask employee for recap of major areas
- Ask about feelings
- Signature
- Avoid discussing merit increases
- End positively
- Follow-up



Recognition

- Set-up pro-active work environment
- Generate sense of belonging
- Promote relationship building
- Demonstrate “hands-on”
- Discourage egos and turf building
- Keep employees informed
- Build self-esteem
- Sensitivity towards emotional forces

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