

Human Resource Associates

Employment Consultants

The Performance Evaluation Part III-Understanding and Being Understood

In Part I of this *Personnel Notebook* series on performance evaluations (PEs) we reviewed the ten most common mistakes we tend to make when doing them.

In Part II we added the eleventh and most serious mistake, that of failing to understand how or on what to evaluate this employee and failing to communicate that information in understandable language. In that issue we focused on specific evaluators and the terms and words to use in sending that message.

In Part III we will continue with that process.

Leadership

Meets / Exceeds Expectations

- Leads by example
- Provides “Big Picture” direction and feedback to team
- Allocates resources appropriately in the face of competing demands
- Channels strategic vision into concrete plans of action

- Encourages staff to assume responsibilities for their actions
- Listens actively
- Recognizes and rewards achievements
- Holds herself accountable for staff performance
- Develops staff by delegating to their strengths not their weaknesses
- Successfully manages the tactical steps needed to push a project forward
- Makes high probability decisions even when he doesn’t have all the facts
- Staff would “follow her into battle” because she’s decisive and loyal

Needs Improvement

- Over analyzes problems when swift decisions are needed
- Fails to plan for future needs
- Confuses subordinates by sending mixed signals on goals and priorities
- Demonstrates an “entitlement” mentality

- Uses his position to dominate and intimidate others
- Does not trust her instincts to lead and motivate others
- Is not prepared to defend an intended course of action
- Rarely shows appreciation for a job well done
- Blames others for errors and failure to meet goals

Goals To Achieve

- Lead work teams with authority and self-assurance
- Build support for ideas through persuasion and consensus building
- Establish trust and respect among your team
- Build relationships within and across departments
- Regularly assume responsibility for new projects and programs
- Be willing to incur risk
- Create a learning environment
- Make it safe for people to make mistakes and to volunteer new ideas
- Ensure alignment with company goals through teamwork and communication
- Coach people to prepare for their next move in career progression

Managerial Style

Meets / Exceeds Expectations

- Knows how to get things done through both formal and informal channels
- Understands the projects and goals and communicates them in an understandable way
- Organizes projects in logical steps with milestones
- Sets very high expectations for himself and his staff
- Brings out the best in people

- Always recognizes individual skills and needs when making assignments
- Deals with problems head-on rather than let them fester
- Compensates for her subordinate's weaknesses and limitations
- Recognizes and rewards the performance that achieves the desired outcomes

Needs Improvement

- Fails to set and monitor goals, targets and milestones
- Typifies a "laissez-faire" style of management that borders on apathy
- Avoids confrontation at all costs, even when its necessary
- Often "hogs" the work leaving little for others to do and often leaving him with too much
- Does not share important information with team
- Provides too much negative and too little positive feedback
- Provides only positive evaluations, avoids the need for staff improvements.
- Pulls rank and overpowers others
- Is more focused on being liked than on providing good management
- Rarely celebrates or shares successes
- Is too focused on internal operations and not enough on the customer
- Tends to accept too many excuses from staff

Goals To Achieve

- Learn and understand the company mission, structure and goals
- Identify the individual skills of your team members and delegate accordingly
- Understand what you want done, break it into assignments with milestones and monitor the process

- Demonstrate effective decision making and problem solving skills
- Regularly seek input from others and openly provide feedback
- Motivate others to do their best and strive to bring out the best in them. Help them to do it
- Seek public speaking opportunities to develop your presentation skills

Personal Style

Meets / Exceeds Expectations

- Sees how things *can* be done rather than why they can't be done
- Always has a "can do" attitude
- Consistently looks for ways to improve performance
- Willingly accepts constructive criticism
- "Lives to work" rather than "works to live"
- Has a well deserved reputation for accuracy and completeness
- Always exudes a high level of self-confidence
- Demonstrates patience when confronted with organizational shortcomings
- Exemplifies commitment, discipline and a solid work ethic
- Uses diplomacy, respect and tact when dealing with staff and clients
- Respects both the letter and the spirit of company policies
- Builds constructive and supportive relationships
- Examines success and failure for clues to improvement

Needs Improvement

- Gets mired in minutia and tedious detail
- Relies too heavily on engaging personality rather than substantive work

- Prefers to work alone
- Takes rejection too personally
- Tends to pit individuals against one another
- Doesn't know when to confront and when to hold back
- Is too hard on herself
- Often uses sarcastic and offensive humor
- Tends to make excuses rather than dealing with problems head-on
- Appears to be stuck in a comfort zone and won't take risks
- Has difficulty turning theoretical vision into workable practice
- Gets sidetracked as soon as a more exiting challenge comes along
- Overcomplicates matters
- Lets things fall through the cracks
- Readily assigns blame to others
- Rationalizes away mistakes

Goals To Achieve

- Become more comfortable dealing with authority
- Learn to say *no* effectily rather than passing tasks up the line
- Design three developmental goals that you *know* you can achieve
- Take constructive criticism in stride and avoid being defensive
- Pick your battles wisely
- Be willing to take risks
- Always stay in control even in the face of urgent deadlines
- Never become personally involved in other's conflicts
- Become more proficient in drafting documents and proposals
- Take responsibility for problems instead of blaming others
- Serve as a role model of service and professionalism
- Keep results oriented and productive

Productivity And Volume

Meets / Exceeds Expectations

- Consistently meets or exceeds productivity targets
- Often completes work ahead of schedule
- Consistently finds the right balance between volume and quality
- Employs metrics to measure and maximize her group's productivity
- Generates minimal product returns or rejects
- Uses weekly and quarterly staff meetings to review progress on annual goals
- Identifies and analyzes problems that impede productivity

Needs Improvement

- Does not understand the value and importance of productivity for the company as well as the employee
- Experiences a high degree of rejects and scrap
- Does not consistently meet outputs benchmarks
- Lacks troubleshooting abilities
- Does not look beyond his job description for ways to increase productivity
- Processes a low volume of work compared to her peers
- Exhibits only a superficial product knowledge
- Continues to make mistakes despite ongoing training efforts
- Fails to gain the cooperation and collaboration from other departments

Goals To Achieve

- Increase both the volume and quality of your work
- Identify and overcome internal barriers to productivity

- Discipline yourself to plan your work and work your plan
- Learn how to stay focused and manage interruptions
- Meet attendance and punctuality goals for your team and yourself
- Conduct a postmortem on any failed project to learn from mistakes
- Promote innovation and creativity in your group
- Streamline work processes and increase efficiency
- Establish annual goals and the monthly and weekly progress towards those goals. Keep all informed of progress at regular meetings
- Ensure that you have the necessary resources and workforce in place

In Part IV in our theme on performance evaluations, *Personnel Notebook* will continue identifying evaluators to address in the performance evaluation and how to communicate the message.

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