

**Performance Management**

Presented By:  
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**Learning Objectives**

- Learn the three main reasons employees leave
- Learn how to connect with your team members
- Learn the three keys to keeping good employees
- Learn four common types of feedback
- Learn a simple technique to “connect”
- Gain an understanding of your leadership style
- Discover Zapp and Sapp and the impact on morale

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**First.....**  
**Some disturbing statistics**

30% of employees are fully engaged and inspired at work.

20% of employees are actively disengaged at work.

*Gallup “State of the American Workplace”*

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**And.....  
Additional disturbing statistics**

51% of NEW hires regret the decision to accept their current job.

40% of NEW hires are already looking for another job.

*DDI "Global Selection Forecast 2012"*



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**Why do they leave?**

- They don't feel connected to their boss.
- They don't feel they are appreciated.
- They don't feel they are growing.



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***More often, people don't quit jobs, they quit people.***



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### Turnover Costs

Conservative estimates puts it at 3 ½ times the wages paid. Bill Gates quotes turnover costs at 100 times.

Studies show that 75% of the demand for new employees is simply to replace workers who have left the company.

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### Situational Management Style

- *Telling: Works best when employees are neither willing nor able to do the job (high need of support and high need of guidance).*
- *Delegating: Works best when the employees are willing to do the job and know how to go about it (low need of support and low need of guidance).*
- *Participating: Works best when employees have the ability to do the job, but need a high amount of support (low need of guidance but high need of support).*
- *Selling: Works best when employees are willing to do the job, but don't know how to do it (low need of support but high need of guidance).*

teamwork      *Developed by Paul Hersey Leader, and Ken Blanchard*

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### Employee Relations

➤ Treat ALL people with:

- Dignity
- Courtesy
- Respect
- Fairness
- Good Ethics



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**Why Do They Stay?**

- They feel **CONNECTED** to their supervisor
- They feel they are **APPRECIATED** and that someone cares for them at work.
- They feel they are **GROWING** and are given the opportunity to take on more responsibility.

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**Feeling Connected**

- When employees first come to work, do you ask them about their weekend?
- Do you remember special days, like birthday and anniversaries?
- Do you try and help them keep a balanced work, family life?

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**Feeling Appreciated**

- Do you regularly ask for your employee's opinion regarding a business decision?
- Do you make a point of telling an employee "good job" when appropriate?
- Do you have any kind of employee recognition program?

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**Growing**

- Do your employees know what is expected of them?
- Do you give your employees the opportunity to try new things?
- Do you give them the opportunity to solve their own problems?
- Do you conduct REGULAR performance reviews?

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**Four Common Types of Feedback**

- Praise
- Constructive Feedback
- Silence
- Critical Feedback

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**Simply Connecting**

- Daily Shift Starter
- Daily Quick Check

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**Shift Starter**

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How was your day off? Weekend? Night last night?

What are your kids up to?

How is (spouse, mom, dad)?

What did you think of the game last night?

**Follow up on something you already knew---kid's event, movie they were seeing, etc.**

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**Quick Check**

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How are you doing?

How is the team doing?

What can do to help?

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**Feedback Moments Worksheet**

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- What has the team member been doing lately that I should praise?
- What are this team member's strengths and how has he/she used them lately?
- What has this team member done to meet or exceed expectations?
- Is this team member working on something new or working on something that isn't meeting expectations? If so, what kind of constructive feedback can I offer?
- When did I last praise this team member?

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**Leadership “Nuggets”**

- Create an inspiring vision and shared values
- Lead change
- Lead by example
- Demonstrate confidence
- Inspire and energize people
- Empower people
- Communicate openly
- Empathize, listen, support and help
- Involve everyone, use the team approach
- Coach, bring out the best in your people
- Encourage group decision
- Monitor progress, but don't micromanage

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*nosce te ipsum*

know thyself

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**What is your leadership style?**



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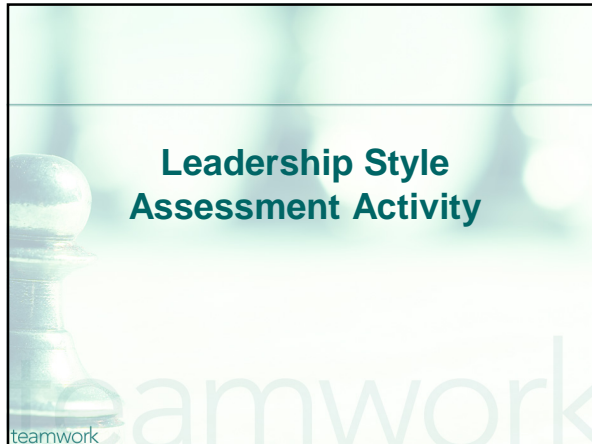
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**Leadership Style Assessment Activity**

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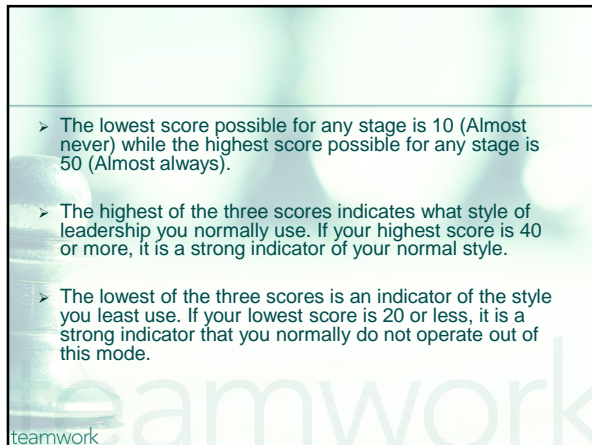
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- > The lowest score possible for any stage is 10 (Almost never) while the highest score possible for any stage is 50 (Almost always).
- > The highest of the three scores indicates what style of leadership you normally use. If your highest score is 40 or more, it is a strong indicator of your normal style.
- > The lowest of the three scores is an indicator of the style you least use. If your lowest score is 20 or less, it is a strong indicator that you normally do not operate out of this mode.

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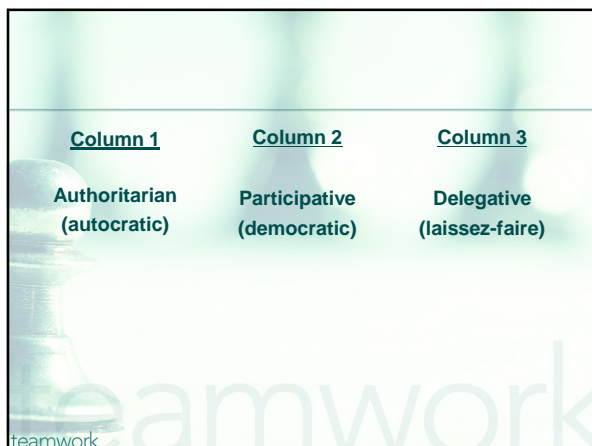
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<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
<b>Authoritarian (autocratic)</b>	<b>Participative (democratic)</b>	<b>Delegative (laissez-faire)</b>

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### Authoritarian Style

A leadership style in which the leader dictates policies and procedures, decides what goals are to be achieved, and directs and controls all activities without any meaningful participation by the subordinates.



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### Participative Style

Style of leadership in which the leader involves subordinates in goal setting, problem solving, team building etc., but retains the final decision making authority.



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### Delegative Style

Leadership style in which a leader transfers decision making power to one or more employees, but remains responsible for their decisions.



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### Mushroom Management

Staff is treated like mushrooms: kept in the dark, covered with dung, and, when grown big enough, canned (fired).



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### Sapp versus Zapp



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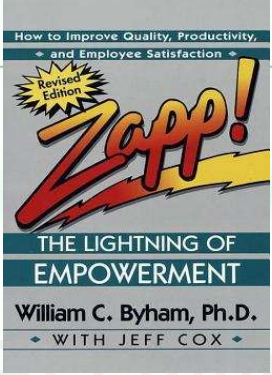
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**What Sapps** 😞

- Confusion
- Lack of trust
- Not being listened to
- No time to solve problems / someone else solving them for you
- Bureaucratic office politics
- Not knowing whether you are succeeding

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**More Sapps** 😞

- A boss taking credit for others' ideas
- Not enough resources to do the job right
- Believing you don't make a difference
- People treated exactly the same, regardless of contribution
- Meaningless jobs

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**What Zapps** 😊

- Maintaining others' self-esteem
- Listening and responding with empathy
- Asking for help in solving problems
- Offering help without taking responsibility for the problems of others
- Trust
- Being part of a team

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**For Zapp to be effective, employees need.....**

- **DIRECTION**-key result areas, goals and measurements
- **KNOWLEDGE**-skills, training and information
- **RESOURCES**-tools, materials, facilities and money
- **SUPPORT**-approval, coaching, feedback and encouragement

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**Steps to Motivate employees**

- Ask
  - ✓ What is their passionate
  - ✓ They know you care about what they think
- Involve
  - ✓ Let them help with a solution or a process
- Communicate
  - ✓ Tell them the goal
  - ✓ Tell them the rationale
  - ✓ Tell them the consequences and timing
  - ✓ Tell them you value input and RECEIVE it
- Appreciate
  - ✓ Always in public
  - ✓ Be specific (not "you're doing a great job")

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**Steps to Motivate Employees**

- Reprimand
  - ✓ Always in private
  - ✓ Make it constructive
- Build
  - ✓ Identify, appreciate and take advantage of their strengths
  - ✓ Let them teach—nothing builds self esteem more than helping others learn
- Delegate
  - ✓ Use their competence to build trust
  - ✓ Even if it is small, give them the chance

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**Overlooked Strategies**

- Interact daily
  - ✓ Daily small conversations about work, accomplishments, life, weekend plans, etc
  - ✓ A simple “hello” or “have a great evening”
- Develop autonomy
  - ✓ Have them draft their own goals
  - ✓ Give them an opportunity to take responsibility for their development and performance

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**Overlooked Strategies**

- Personalize rewards and recognition
  - ✓ What makes them feel appreciated
  - ✓ Know what is important to them and touch that button
- Pay attention to the little things
  - ✓ How we interact with each employee
  - ✓ What and how we say things
  - ✓ Equal time for all employees---no obvious favorites

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**The Basics**

- Clearly define the expectations
  - ✓ What needs to be done
  - ✓ When it needs to be done
  - ✓ How it needs to be done
- Provide training and instructions
  - ✓ Encourage and welcome questions at every stage
  - ✓ E D G E Method

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**E D G E Method**

1. Explain
2. Demonstrate
3. Guide
4. Enable

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**The Basics**

- Provide the necessary tools and resources
- Stay fully aware of performance
  - ✓ Provide feedback
  - ✓ Redirect
  - ✓ Implement performance improvements steps immediately
- Be present
- Communicate often

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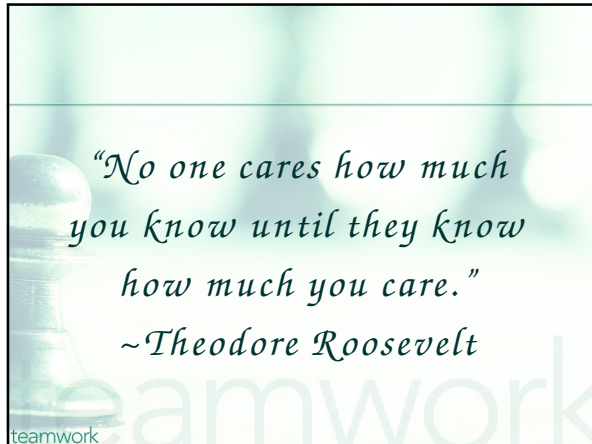
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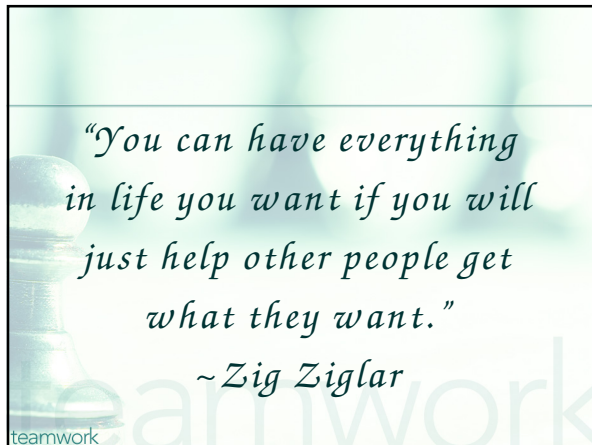
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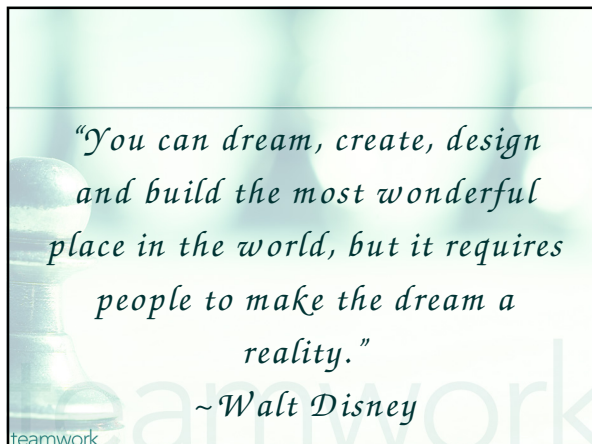
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Questions/Comments



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