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CAP **CONVERSATIONS** **ABOUT** **PERFORMANCE**

A Re-invention of the Performance Management Process

April 2017

PERFORMANCE MANAGEMENT PROCESS – BENTLEY HR'S OPINION



HR determined the Performance Management Process (PMP) was in need of improvement

- Once-a-year approach turns feedback into “old news”
- Form was too long and complicated
- Cycle was time-bound, high maintenance
- Managers and employees complained, participation was declining
- Best practices de-emphasize ratings

BENTLEY HR DID RESEARCH AND RESPONDED TO YOUR OPINIONS



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Was to listen up and incorporate your feedback, along with research findings, into any new approach to performance management process and...

KEEP IT SIMPLE!

RESEARCH SAYS...FEEDBACK IS GOOD, FEEDFORWARD IS BETTER



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- Feedforward is based on the premise that conversations should focus on the employee's:



What do I *do* well?



**What have I *done* well?
What are my success stories?**



What is important to me? What do I *like* to do?

Research: Budworth, M; Latham, G; Mankroop, L. *Looking Forward to Performance Management, Human Resource Management, Jan-Feb 2015.*

WHAT'S *YOUR* SUCCESS STORY?

Success stories can be **transformational**. They can help identify conditions that could support **future** high performance on two dimensions

The What

Stories of performance with successful **results or outcomes** for the individual and the organization

The How

Process-successful events when employee achieved results **without compromising** either their own or others' **needs**

RESEARCH SAYS... “APPRAISAL” RATINGS STIFLE DIALOGUE



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David Rock of the Neuroleadership Institute, claims that when you de-emphasize performance ratings the following occur:

- The social threat associated with appraisal is reduced or eliminated
- Negative emotional reactions are reduced
- The quality and frequency of manager-employee conversations increases
- Conversations focus on expectations, growth, development



SURVEY SAYS...CHANGE NEEDED

HR conducted focus groups and surveys—your opinions on current PMP process included:

Too long and difficult to use – “convoluted” and “redundant”

Not a good use of time

Often not done; no feedback provided

Often little alignment between individual goals and divisional, university goals

Competencies confuse people

Respondents were very concerned with ratings, but not in a favorable way

SURVEY SAYS...



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Managers and employees want ongoing feedback! Just simpler and more effective

Keep it simple.
Less writing, more
talk

Some structure is
wanted (but not
too much)

Self-evaluation
helpful, but need
manager
comments too

Goals—only
helpful when
written, used, and
reviewed

Appreciate year-
end reflection

Pay should be
linked to
performance

RE-INVENTED PROCESS BASED ON A FEW GUIDING PRINCIPLES



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- Focus of the reinvented system should be on the performance *conversation*
- Make the process part of doing normal business vs. once a year
- Provide *some* structure, but *less* structure
- Emphasize organic expectations
- Require joint accountability
- Link pay to performance

REDUCE THE EMOTIONAL REACTION



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FROM ANNUAL TRAUMA...

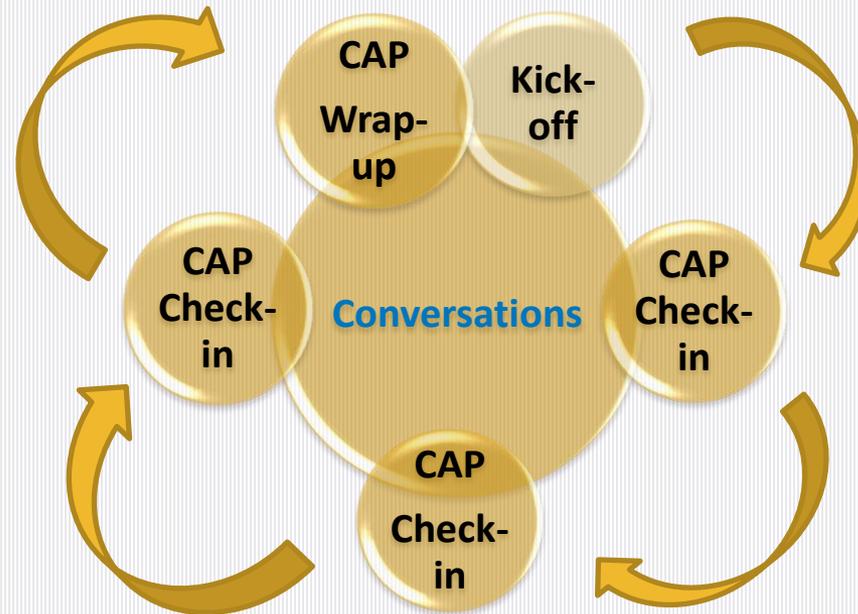
...TO REGULAR CHECK-INS



“Normal” part of Manager-Employee relationship

CAP CYCLE OVERVIEW

Check-ins are flexible. Documentation is minimal.



Two Check-ins required—more is better

CAP CYCLE STEPS IN PEOPLE ADMIN



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Manager and Employee

Hold “Kick-off” meeting and plan Goals and Development Activities



Manager

Inputs Goals to PeopleAdmin

Employee acknowledges



Manager and Employee

Meet for Check-in

Meet for Check-in



Employee

Write Self-evaluation



Manager

Writes Summary



Manager and Employee

Meet for Wrap-up

CAP KICK-OFF



Kick-off for start of next cycle may be held at the end of the CAP Wrap-up or in a separate meeting.

EXPECTATIONS ARE KEY



Meaningful goals...

- Keep focus on expectations and outcomes
- Stretch capabilities and improve skills
- Help avoid chaos, confusion, stress
- Help define methods, standards, procedures, *how* work is done,
- Difficult to influence performance without clear *expectations*
- Involves a dialogue between manager and employee, regarding *strategic* organizational objectives and *specific* job responsibilities

SMART MODEL FOR GOAL SETTING



Specific

- Describe the desired outcome as precisely as possible. What? Why? How?

Measurable

- Numerical or qualitative if possible; clear milestones to determine progress.

Attainable

- Stretch goals + real effort + resources + knowledge + time = accomplished

Results-Oriented

- *Results* over activities or tasks. Use action verbs. *Relevant* to broader goals.

Time Bound

- When? How often?

CAP CHECK-INS



A minimum of two Check-ins is required, but more is recommended. May use Progress Notes to track in system. Manager can adjust goals.

Meeting follows simple script based on questions:

<i>Manager asks</i>	<i>Employee asks</i>	<i>Manager asks</i>
What's one thing that's gone well?	What's one thing I am doing well that I should continue to improve on?	What's one thing I've done to support you?
What's one thing you want to get better at or improve on?	What should I focus on next?	What's one thing I could do to support you more?

CAP WRAP-UP

Focus on “WHAT” (Productivity/Results) work was done,
and “HOW” (Behavior)

Employee
Self-
Evaluation



Manager
Summary

Look back and “feedforward”