Guest,

Welcome to:

Redesigning Performance Appraisal for Today's Organizations

Presented by
Lighthouse Consulting Services, LLC
The Great Conundrum: A Love/Hate Relationship with Performance Evaluations

- Managers think they are burdensome; employees are anxious about it.
- They are often imperfect and time consuming.
- Some companies have ditched them altogether.
- Yet when carefully developed and delivered effectively, they are of great value, both individually and organizationally.
Don't Throw the Baby Out With the Bathwater!
Here’s Why:

- Ratings happen anyway
- Individuals want and need effective feedback
- Pay decisions need to be made, and data is also needed to manage promotions and organizational changes
Some Questions to Determine if Your System May Need a Tune-up

- Is your evaluation system an annual event or an ongoing process?
- Does the system measure both the WHAT and the HOW of performance?
- Do you use a 5-tier rating system that conveys memories of A-B-C-D-E report cards?
- Is the process future focused (on improving performance)?
- Is the performance rating closely tied to compensation? (Do you honestly pay for performance?)
Tackling the Event vs. Process Problem

- Best feedback is current feedback
- Monthly or quarterly check-ins are ideal, but these don’t eliminate the need for the formal annual process
- Consider some type of journal, app, or software for tracking specifics on each individual
Measuring the WHAT and HOW of performance

- Developing 3-5 goals (created collaboratively between manager and employee) is a very effective way of focusing efforts and measuring WHAT has been accomplished.

- The manner in which the work has been achieved is the HOW, and is often addressed by a way of competencies.

- Share key strengths and development needs for both the WHAT and HOW.
Tackling the Problem of Rating Performance

- Avoid 5-tiered rating systems and consider less or more.
- By way of ratings, help people understand where they have unique strengths and where their performance needs to be strengthened.
- Consider using a system that lends more objectivity and less discretion to the manager’s final formal rating.

Host:
Darya Borowsa, MA
CEO, Lighthouse Consulting Services, LLC
Author of Cracking The Personality Code
(310) 453-6556, ext. 403
dara@lighthouseconsulting.com

3130 Wilshire Blvd, Ste 550
Santa Monica, CA 90405
USA

T. 310-453-6556
F. 310-828-6807

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Focusing Foremost on Performance Improvement (Future Vs. Past Orientation)

- Bombarding people with too many messages once a year is not effective
- Use interim touch base meetings to build trust and communicate in real time
- Limit the messages/take-aways from the annual meeting to 3 or 4 important things that can be done NOW to improve performance
Improving the Connection Between Performance and Pay

- You can't have an effective compensation plan without a strong performance appraisal system and vice versa.
- Time spent on an effective performance development process is time saved on compensation decisions.

Featured Guest:
Mary Louziz Camp, Principal
GTX Performance Strategies, Inc.
(818) 294-2029, ext. 1
mrcamp@gtxperformance.com
www.gtxperformance.com

Host:
Dena Borowsky, MA
CEO, Lighthouse Consulting Services, LLC
Author of Cracking The Personality Code
(310) 453-6559, ext. 403
dena@lighthouseconsulting.com

Featured Guest:
Linda Peters, Sr. Consultant
GTX Performance Strategies, Inc.
(310) 743-9167
lpeters@gtxperformance.com
www.gtxperformance.com

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Fine-tuning Your Culture Via the Process

- Create an understanding of performance evaluations as part of a continuous growth and learning environment
- Commit to recognizing and rewarding performance growth
  - Don’t measure and rate people—evaluate performance during a specific time period

Host:
Dana Rozwko, NA, CEO, Lighthouse Consulting Services, LLC
Author of Cracking The Personality Code
(310) 419-6556 ext. 410
dana@lighthouseconsulting.com

—they leverage their expertise to help organizations improve their culture and performance. They share insights on how to create an environment where employees feel valued and motivated. By focusing on continuous growth and learning, organizations can foster a culture that encourages innovation and excellence.

Featured Guests:
- Jerry Lester Camp, Principal, LTC Performance Strategies, Inc.
  - (805) 234-2929, ext. 12
tcamp@ltpersonales.com
  - www.ltpersonales.com
- kpeterson@ltperformance.com
  - www.ltperformance.com

Host:
Dana Rozwko, NA, CEO, Lighthouse Consulting Services, LLC
Author of Cracking The Personality Code
(310) 419-6556 ext. 410
dana@lighthouseconsulting.com

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Lighthouse Consulting Services, LLC
310 Wishue Ave., Suite 550
Santa Monica, CA 90403
USA
T. 310-455-6556
F. 310-828-5987

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A Few Final Considerations

- Look objectively at both the content of your process and the manner in which it is executed.
- Know that there is not a one-size fits all solution, and it always work in progress.
- Commit to training managers how to complete and effectively deliver a performance review.
- Remember that the process should accurately reflect your values and culture.
Thank you for attending
Redesigning Performance Appraisal for Today’s Organizations

Click Here to contact our Featured Guest directly.

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