

Guest,

Welcome to:

Redesigning Performance Appraisal for Today's Organizations

Presented by
Lighthouse Consulting Services, LLC



Featured Guest:
Terry Lester Comp,
Principal
LTC Performance
Strategies, Inc.
(661) 294 2929, ext.

12

tercomp@ltpperformance.com
www.ltpperformance.com



Featured Guest:
Kal Peters, Sr.
Consultant
LTC Performance
Strategies, Inc.
(925) 743-9067

kpeters@ltpperformance.com
www.ltpperformance.com



Host:
Dana Borowka, MA
CEO, Lighthouse
Consulting Services, LLC

Author of Cracking The Personality Code
(310) 453-6556, ext. 403
dana@lighthouseconsulting.com



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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

1



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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

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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 conjures memories of A-B-C-D-F report cards?
- Is the process future focused (on improving performance)?
- Is the performance rating closely tied to compensation? (Do you honestly pay for performance?)

3



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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

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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 way of competencies
- Share key strengths and development needs for both the WHAT and HOW

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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

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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



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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

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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

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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 a 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



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