

Managers Guide in Driving Meaningful Performance Conversations



Purpose of this guide

This guide is intended for managers to use directly to understand and support performance conversations that drive and promote a high-performance culture.

Final Performance Review Conversation

Create the right conditions



Organize

- The manager and the individual should be prepared and have gathered all the relevant documentation before the review discussion
- The employee will self-reflect in advance on his/her performance by providing evidence
- Schedule a time and place for the discussion weeks beforehand. Arrange to meet for at least 1 – 2 hours and ensure that you will not be interrupted.



Prepare

- Specific insights on how well the employee has achieved the objectives throughout the year
- Review of the behaviors and stories that exemplify how the employee has demonstrated them
- Specific insights that helps employee to be successful in the upcoming year



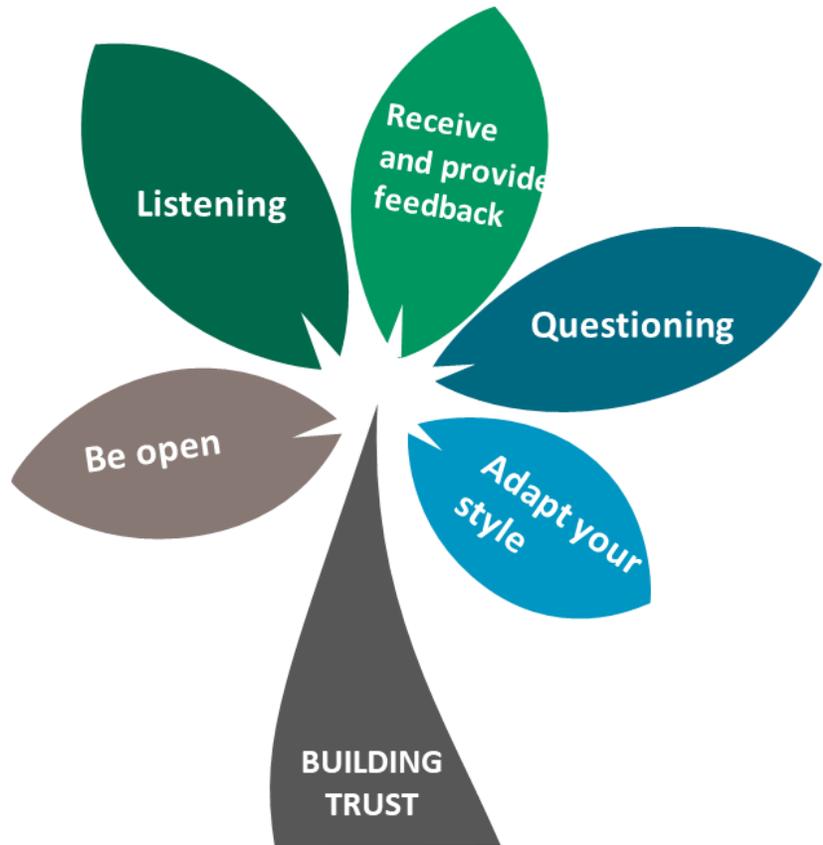
Master

- Prepare a list of highlights based on others from whom you may have received feedback, your assessment and the employee's self-assessment. Identify patterns and/or blind spots.
- Identify areas where you can verbalize your appreciation and recognition of the individual's strengths.
- Address employee's performance – not their personality
- Be prepared to receive insights yourself
- Be prepared to discuss what is next for the coming year

Final Performance Review conversation

Build the relationship

Framing a partnership and creating trust set the conditions for people to change and be open to constructive discussion.



- Be open**
Engage in open and courageous conversation, acknowledge the other person's thoughts, opinions, feelings.
- Listening**
Understand the perspective of the speaker, spend more time listening than talking, encourage the speaker to find solutions to their own problems.
- Receive and provide feedback**
Give focused, frequent and balanced feedback (motivational and developmental) in an appropriate environment, with attention and which are actionable.
- Questioning**
Ask questions focusing on future solutions, and use open questions to create awareness and trigger reflection.
- Adapt your style**
Adapt your style during the coaching conversation according to the employee's will and skills and be aware of his/her comfort zone and stretch.

Giving Feedback

Give Constructive Feedback



- Fosters open dialogue and communication enhances a leader's credibility
- Creates an environment that supports strong job performance... is a tool for continued learning
- Is important to determine how to recognize and reward employees for their performance and efforts
- Enables supervisors to identify potential conflict between employees or conflict that leaders have with their employees
- Is a tool for continued learning

Manager Feedback Tips

Feedback Guidelines: It is important for feedback to :

- Be focused – specifically on “what” and “how”
- Be frequent – timely and regular
- Choose an appropriate environment – safe and open for a fruitful discussion
- Give feedback with attention – feelings, perspective and impact
- Actionable – behavior one can change or sustain
- Balanced – motivational and developmental

Motivational Feedback

- Be specific
- Share your feelings
- No generic-only words that can be discounted, such as “good”, “wonderful” or “terrific”
- Don’t add work at the same time
- Avoid ending with “but”...

Developmental Feedback

- Discuss how strengths could be leveraged
- Avoid placing blame or rehashing an event
- Offer suggestions or advice on how performance could be improved
- Feedback recipient **MUST** understand the importance/ consequences of the behavior or performance

Receiving Feedback

Dos and Don'ts

- Be receptive and open to receiving feedback.
- Listen carefully to what and how it is being said.
- Be sure you understand the feedback by asking questions and reflecting back.
- Consider the feedback and decide how best to use it.
- Express appreciation and follow-up on the feedback with concrete actions.
- If you can, take notes as you are hearing the other person's comments.
- Do not fail to recognize feedback as an opportunity for growth.
- Do not get defensive.
- Do not be distracted by the need to explain.
- Do not react before listening to the complete feedback.
- Ask for specific examples, if you need to.
- Always thank the person who has given you the feedback.

Managing Employee's Reaction to feedback

The importance of understanding and identifying employee reactions.

Fear of how an employee will respond is one of the key reasons managers avoid, delay, and often completely abandon performance conversations. Delivering performance feedback elicits a range of different employee responses. Understanding these reactions, especially negative reactions, and ways to handle them helps managers to be more professionally and timely in providing valuable feedback.

Common Employee Reactions to Constructive Performance Feedback

Listed below are negative employee responses that often arise during performance review delivery. Managers should be aware of the following reactions and handle them carefully:

Hostility/Resistance/Denial—Employees attack your credibility and the facts in the review. Employees do not acknowledge the issue, deny that the incidents took place, or downplay the impact of their actions.

Indifference—Employees react to the feedback in an apathetic manner and do not fully commit to doing things differently.

Lack of Confidence/Self Pity—Employees are uncertain in their abilities to succeed or are risk-averse.

Responsibility Skirting—Employees may acknowledge the negative feedback but may play the 'blame game,' indirectly implying that they will not change.

Shock/Anger—Employees become angry and say things impulsively or react in an emotional way.

Receiving Feedback Cont...

Tips to Minimize Negative Reactions

To reduce negative reactions, managers should use precise language with sufficient examples to support the feedback. In addition, managers should actively gauge employee emotions and respond accordingly.

Phrase the feedback accurately

Ensure that you use simple words and supporting examples to deliver formal and informal feedback. Poorly crafted and delivered messages can trigger feelings of self-doubt, anger, shock, or resistance.

Allow the Employee to speak openly and do not interrupt

Let your direct report vent his/her feelings about the feedback. Make the employee feel respected by allowing him/her to share his/her true reactions and emotions with you.

Observe signs of emotional reactions

Observe the employee's choice of words, tone, and facial expressions to assess the emotions and respond accordingly.

Remain calm and composed, and handle the situation with care

If the employee acts shocked, aggressive, or defensive, maintain your composure. Be considerate yet firm with the employee and reiterate your point with substantial examples and next steps.

Thank you