How to Build High Performing Employees Using Performance Management

Presented by Bob Norton

What are High Performing Employees?

Employees that are continually:

- Engaged
- Focused on the Vision
- Striving to be the best
- Embrace accountability
- Understand and fulfill the expectations of their job
- Never satisfied with mediocrity
- Working to improve the process
Performance Management is NOT

- An appraisal
- An evaluation

8 Roadblocks to Building High Performing Employees without Performance Management

- Lack of consistency between shifts, stations, and leaders
- Communication from Leadership does not get all the way to the first level employees
- Employees taking things personally
- No common goals on an ongoing basis
- No clear expectations for each position
- No accountability for lazy leaders
- No consequences for high performers or low performers
- Lack of follow-up and follow-through
Performance Management ALWAYS:
- Starts at the top with Executive Leadership
- Maintains Accountability
- Is OBJECTIVE
- Interactive

What do leaders get paid for?

Results
1. **Time:** Limited
2. **Money:** Limited
3. **People:** Unlimited

Leaders
What do leaders get paid for?

People: Unlimited

Leaders
Empowerment: helping your team be the best they can be; getting the most out of them

Model for Improving Performance

Performance
Coach
Counselor
New Level of Performance
Mentor
Performance Management Utilizes the Two Best Motivators

- **Achievement**
  - The perception that someone has:
    - done something for the first time
    - done the task better than before
    - completed the task/project/process

- **Recognition**
  - Acknowledging the achievement

Recognizing Achievement

- **Reasons leaders don’t recognize achievements**
  - Leaders claim they don’t have enough **time** to recognize achievements.
  - Leaders are not aware of the numerous forms of **recognition** at their disposal.
  - Leaders have a warped sense of what an **achievement** is.
Difficulties for Coaches

- The inability to see degrees of failure as achievement
- Trying to compliment degrees of failure without being sarcastic, misunderstood or embarrassed

Solution

Don’t thank people for failing—instead thank them for **achieving** more.
Points for Leaders to Remember

- When people are hired, you are not buying them, or their bodies, or their brains, or their values.
- You are merely renting their behavior.
- So, Leaders, focus on behavior/performance.

The 3 Keys to Performance Management

- Agreement of expectations
  - Tasks
  - Standards – what “good” looks like
  - Measurements
- Criteria for Tasks and Standards

The development of a PACT
- Participation
- Accuracy
- Completeness
- Timeliness
The 3 Keys to Performance Management

- Consequences
  - High Performance: any form of recognition immediately
  - Low Performance
    - Get an Agreement of Review
    - Meet with employee one-on-one
    - Share with them the specific behavior that is Below Standard
    - Share with them what they need to do to improve performance/behavior

- Agreement of Expectations

- Consequences (High/Low Performance)

- Follow-up and follow through
Mentoring for Performance Management is:

- **Walk alongside**
  - Modeling
  - Leading by example
  - Developing new competencies
  - Teaching one to be more competent in more areas

Basic Requirements for Mentoring

- **Time**
- **Energy**
- **Willingness**
- **Accurate information**
Counseling for Performance Management is:

- To handle or direct a change in behavior with a degree of skill
- To recognize, confront and enhance below-standard performance

Criticism vs. Positive Confrontation

- Criticism
  - Attitude
  - General
  - Fault/blame
  - Isolation
- Positive Confrontation
  - Behavior
  - Specific
  - Solution/Improvement/Opportunity
  - Cooperation
Modifying Behavior

Get an \underline{agreement} that a problem exists

How?

- **Focus** and **refocus** on behavior

Focus in your mind the \underline{specific behavior} that needs to be changed

Incorrect way of Focusing on Behavior!

CRITICIZE THE \underline{BEHAVIOR}, NOT THE PERSON.
Incorrect way of Focusing on Behavior!

THE EMAIL YOU SENT TO EVERYONE LOOKS AS IF IT HAD BEEN WRITTEN BY A MONKEY ON CRACK.

JUST TO BE CLEAR, YOU ARE TERRIFIC, BUT EVERYTHING YOU DO IS EXACTLY WHAT A MORON WOULD DO.
Modifying Behavior

Give them the **facts**
– Review the agreement of **review**
– Review the agreement of **expectations**

Give them **consequences** in three areas
– How it affects the **individual**
– How it affects the **team**
– How it affects the overall **organization**

Modifying Behavior

Recognize any **positive** when it is mentioned

Discuss alternative **solutions**

Together agree on **action** to be taken to solve the problem

**Follow-up and follow through**
Performance Management is an OBJECTIVE process that includes:
- Starts at the top
- Maintains accountability on all levels
- Clear expectations
- Feedback on a regular basis
- Consequences for High and Low performance
- Follow-up and follow-through

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