GOOD or GONE

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College Business Management Institute

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Types of Performance Management Systems

• Ranking
• Forced Distribution
• Critical Incident
• 360 Degree Feedback
• Essay
• Graphic Rating Scales
• Management by Objective (MBO)
• Behaviorally Anchored Rating Scales (BARS)
Performance Management is About...

- Expectations
  - Explaining, Negotiating and Flexibility
- Results
  - Measuring and Monitoring
- Communication
  - Frequently and Effectively
- Adjusting as needed in response to organizational and employee interests/needs
Some Colleges have
Three
Four
Five
or more Rating Categories.........
Rating Categories

Unsatisfactory
Needs Improvement
Satisfactory
Exceeds Expectations
Outstanding
Exceptional

And the list goes on...
<table>
<thead>
<tr>
<th>Rating Categories – Potential Bias</th>
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</thead>
<tbody>
<tr>
<td>“Halo” and “Horn”</td>
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<tr>
<td>Central Tendency</td>
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<tr>
<td>Recency</td>
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<tr>
<td>Primacy</td>
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<tr>
<td>Contrast</td>
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<tr>
<td>Leniency</td>
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<tr>
<td>Strictness</td>
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<tr>
<td>Bias</td>
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</table>
Ultimate there are two categories:

GOOD; and there may be multiple levels!

GONE; you or your boss will make a choice!
Performance Management Systems Partners

• Employees
• Immediate Supervisors
• Senior Leadership
• Human Resources
• Legal
• CFO
• CEO-President-Chancellor
Performance Management Systems

Why Bother?

- Employee Development
- Accountability/Productivity
- Disciplinary Documentation
- Recognition and Feedback
- Rewards
- Succession Planning
- Employee Training and Development
Effective Performance Management Systems

Components

- Related to Organizational Goals
- True Commitment to the Process
- Training of Both Supervisors and Employees
- Reasonable Expectations
- Facilitate Communication
- Easy to Understand
- Job Related
- Fairly Administered
- Reconsideration Process
OK,

That is interesting,

So What?

WIIFM
(What’s In It For Me)
Employment Relationship

Employee
- Interests
- Personal Value
- System
- Career Goals
- Financial Needs
- Family

Employer
- Strategic
- Priorities
- Resources
- Corporate Values
- & Culture
- Results
When in Alignment...

All is well!
If Not Aligned...

Decrease in Productivity

Conflict

Turnover

Absenteeism

Complaints

Poor Service

Ethical Dilemmas
Realignment (and Commitment) requires:

- Open and Honest Dialogue Regarding Needs
- Clear Goals and Expectations
- Corrective Actions
- Follow Up
- Support of Both Parties
- True Collaboration
- Decisions – Can the employment relationship be salvaged?
Enhancing Commitment – The Organization

- Resources
- Hire Right
- Guidance
- Encourage Risk Taking
- Listen Actively
- Recognize & Reward

Get out of the way and let people grow
Know Your Organization’s Business!
Seek Out Assignments
Be Engaged
Know Your Boss
Be a part of the solution...not a part of the problem
If The Employment Relationship Is In Trouble, Remember:

1. Both parties should be aware of this – No Surprises!
2. The Employer is in charge (They are paying you!)
3. Employer NEEDS to make an honest assessment of the situation (and so does the employee)

What options do the parties have......
Options to Leverage the Process for Success:

**Organization**
- Training & Development
- Be a Mentor
- Effective Use of Performance Management System
- Progressive Discipline
- Grow Team Members (so they can grow too)

**Employee**
- Embrace Feedback and Change Behavior
- Engage Your Supervisor
- Change the Terms of Engagement
- Find a Mentor
- Find the right fit, maybe another position/organization
MOTIVATION & ENGAGEMENT

Motivation

- motivation
- 1a. The act or process of motivating
- 1b. The condition of being motivated
- 2. A motivating force, stimulus, or influence: incentive, drive

Passion

- passion
- The state of the mind when it is powerfully acted upon and influenced by something external to itself; the state of any particular faculty which, under such conditions, becomes extremely sensitive or uncontrollably excited.
Engagement is defined as.....

a. The act of engaging : the state of being engaged.

b. Emotional involvement or commitment.
## MOTIVATORS IN THE WORKPLACE

<table>
<thead>
<tr>
<th>Advancement Opportunities</th>
<th>Respect</th>
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</thead>
<tbody>
<tr>
<td>Job Security</td>
<td>Collaborative Environment</td>
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<tr>
<td>Recognition</td>
<td>Clear Goals</td>
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<td>Professional Development</td>
<td>Boss’ Attitude</td>
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<td>Work-Life Balance</td>
<td>Performance Evaluations</td>
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<td>Co-Workers</td>
<td>Trust</td>
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<tr>
<td>Safe/Secure Environment</td>
<td>Open Communication</td>
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<td>Schedule Flexibility</td>
<td>Effective Leadership and Supervision</td>
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<tr>
<td>Intrinsic Motivation</td>
<td>Others?</td>
</tr>
<tr>
<td>Salary and Benefits</td>
<td></td>
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</tbody>
</table>
Motivation and engagement levels of employees are impacted by:

- Time in career
- Market conditions - local, regional, national, global
- Organizational culture and values
- Current Position – nature of work and time in position
- Personal situations or interests
- Situational factors

**IMPLICATIONS FOR EMPLOYEES**
Motivation and engagement levels of employees will impact:

- Productivity – both short term and long term
- Quality of Work
- Customer Service – both external and internal
- Job Satisfaction
- Individual Performance
- Team Performance
- Student Recruitment, Retention and Placement
QUESTIONS FOR YOU & YOUR TEAM

Are you, and your team TRULY motivated to be at work every day as evidenced by:

- Attendance
- Punctuality
- Passion for the work
- Seeking new assignments
- Gaining and sharing knowledge
QUESTIONS FOR YOU & YOUR TEAM

➢ Are you, and your team FULLY engaged in your work...and the vision, mission and values of your employer, as evidenced by:
   ➢ Working effectively as a team leader or member.
   ➢ Keeping an open mind on matters of change.
   ➢ Strong belief in and support of the organization’s mission, vision and values.
   ➢ Supportive of other’s perspectives.

If not...
To get motivated and engaged:

- Listen to other perspectives
- Be open, honest and fair in collaboration
- Expect the same from your colleagues
- Embrace change and transformation
- Look for opportunities to enhance your portfolio
HOW CAN ONE STAY FOCUSED...AND MOTIVATED TO BE A PEAK PERFORMER

Assess Your Professional Portfolio, which includes:

- Experience
- Education
- Certifications
- Communication Skills
- Analytical Skills
- Technical Skills
- Interests
- Your “Travels to Date”
HOW CAN ONE STAY FOCUSED...AND BE A PEAK PERFORMER

Determine -

- Where You Want to Go – define a personal mission statement
- Interests, skills and opportunities you have and need to succeed
- How to Get There – plan with achievable goals, timelines and required resources
- Who to Engage
- Contribute something to your portfolio on a regular basis (daily, weekly, monthly and annually)

Commit to your plan!
In managing your portfolio and level of motivation and engagement…..

- Performance Evaluation Process – use this at all points in the process
- Supervisor – we all have one and need to partner with them
- Mentor/Sponsor – additional support for your portfolio enhancement
- “Fit” – what is best for you and the organization
- Flexibility/Adaptability – keep an open mind
- Focus – Keep your eye on the target
- Take ownership of your future
In achieving your career goals...we all have options for maintaining the “status quo”- or striving for excellence in all that we do.....

- Continue on the current course and coast
- Continue in your position with a plan in place
- Engage your supervisor
- Evaluate other opportunities inside or outside your organization
- Do not make rash decisions
- But, make a decision !!!
- With any change, always consider the “total package” before acting
Embracing Change
Change Management Model

A – Awareness
D – Desire
K – Knowledge
A – Ability
R – Reinforcement
Looking Forward, Remember:

• Effective Performance Management System Components

• How can you leverage this to your benefit?

• Stay Focused and “On Course” for Success

• Continue to grow with your organization
QUESTIONS?