Performance Management

JULY 28, 2017

Agenda
1. Introductions
2. Community agreements
3. Overview of performance management
4. Feedback/Coaching for improved performance
   • Case study
5. Overview of progressive discipline
6. Resources

Introductions
- Name
- Role/Title
- Department/Center
- How long you’ve been a supervisor
- How many people you supervise
Community Agreements

- We are colleagues.
- We will maintain confidentiality.
  - No names
  - Discussions stay here
- Others?

Opening Thought

Leaders become great, not because of their power, but because of their ability to empower others.
- John Maxwell

Performance Management

Management of employees and organizations to ensure that goals and objectives are being met.

Involves defining what effective performance looks like, and developing the tools and procedures to measure performance.
Job Performance

Attendance
+ Quality of Work
+ Attitude/Conduct

Job Performance

Cy Wakeman, Reality-Based Rules of the Workplace

Steps in Performance Management

* Define the work
  * Goal-setting
  * Feedback
  * Evaluation

Steps in Performance Management

* Define the work: Job description
  * Goal-setting
  * Feedback
  * Evaluation
Steps in Performance Management

- Define the work
- Goal-setting
- Feedback
- Evaluation

Goal-Setting

- **Alignment**: Individual goals are aligned with department/unit goals, which are aligned with college goals.

Goal Alignment

CoE initiative: Encourage more women to pursue a degree in engineering through effective K-12 outreach programs.

Example Goal:
- **Action**: Increase
- **What**: Participation of female students in PLTW high school courses to 25%
- **By when**: by September 2018
- **Measure**: Percentage of female students in PLTW high school courses.

SMART goals:
- **Specific**
- **Measurable**
- **Achievable**
- **Relevant**
- **Time-bound**
Development Goals

- Adapting to changing needs of the job/department; keeping skills current

- Career development, based on individual interest and/or departmental need
  - Example: Complete Supervising@IOWA series to enhance skills in new supervisory role, by May 2018. Measure: certificate of series completion.

Steps in Performance Management

- Define the work
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Feedback

Two purposes for providing feedback:

- Change/improve performance or behavior
- Reinforce good performance or behavior

https://www.youtube.com/watch?v=OY5k6JpjVNI
Coaching for Improved Performance

The goal of feedback/coaching is to improve performance.

You want the employee to succeed!

Coaching for Improved Performance

Iceberg Concept (handout)
- Supervisor’s responsibility is to address performance problem, not to diagnose a personal issue.
- Refer to EAP if employee discloses a personal problem.
- Refer to HR/Faculty & Staff Disability Services if employee discloses a health issue.

Feedback/Coaching Tools

Regular 1-on-1 meetings
- Employee should direct part of the meeting

Quarterly/Monthly Check-In (handout)
- What’s going well; what’s not going so well; what support can the supervisor provide

Performance Improvement Plan (handout)
- Provides feedback on specific improvements needed, by a set time
Feedback/Coaching Tools

2 Minute Challenge (handout)
- Observe – just the facts
- Wait for response
- Remind/restate the goal
- Ask for a specific solution
- Agree
- Follow-up

Case Study/Role Play

Jack has been 15-20 minutes late arriving to work 3 out of the last 5 days, including today. Jack has always been a reliable employee before this and his work is good quality, but his late arrivals are disruptive to his work group.

You are the supervisor. Using the 2 minute challenge, have a conversation with Jack about his late arrivals.
Difficult Conversations

Three conversations in one

- **Content**: what happened?
  - Factual, no judgment
  - Focus on impact, not intent
  - Not placing blame, but recognizing each person's contribution
  - Know the outcome that you want

- **Identity**: what's at stake?
  - Confirm their identity/reputation is not in question

- **Feelings**: what emotions do you expect?
  - Consider power dynamics
  - Make sure it's a non-intimidating location
  - Set the tone that it's safe because you have common interests
  - Anticipate their worst fear/assumption and put that to rest

Preparation

- **Content**: what happened?
- **Identity**: what's at stake?
- **Feelings**: what emotions do you expect?
Desired Outcomes

✓ Understand the other person’s perspective
✓ Explain your perspective
✓ Share and understand feelings
✓ Work together to find a solution

Feedback/Coaching Tips

Responding to emotion

► Keep your focus. "I can see this is difficult. Is it OK if we continue?"
► Remain calm; Don't escalate emotion.
► If needed, take a break and continue the conversation later – but soon.

About Attitude

Attendance
+ Quality of Work
+ Attitude/Conduct
Job Performance

Cy Wakeman, Reality-Based Rules of the Workplace
Impact of Attitude

Employee Value Equation:

Current Performance
+ Future Potential
– (3 x Emotional Expensiveness)

Your Value

Cy Wakeman, Reality-Based Rules of the Workplace

https://www.youtube.com/watch?v=Vc3tL21bpsA

Emotional Expensiveness

• Blaming others
• Complaining about circumstances, resources
• Speculating about others’ motivations (colleagues or management)
• Creating drama/distractions

➢ Ditch the drama!!

Cy Wakeman, Reality-Based Rules of the Workplace

Feedback/Intervening to reduce drama

When someone is complaining about someone else:
➢ And what did/could you do to help?

When someone is speculating about another person’s motivation:
➢ What facts have led you to that conclusion?
➢ What if …, how might that affect your opinion?
➢ Let’s focus on what we know for sure, and what we can do next.
Progressive Discipline

1. Counseling/restatement of expectations
2. Written reprimand
3. Suspension or equivalent
4. Termination

https://hr.uiowa.edu/tools-departments/brief-guide-progressive-discipline

Progressive Discipline

Documentation
• Supervisor’s notes from 1-on-1’s
• Email communications
• Performance evaluations
• Restatement of expectations

Questions/Round table discussion

Do you have questions for us or for one another?

Do you have a situation that you’d like to discuss (confidentially) with the group to get ideas?
Resources

- Performance Management Mini-series, UI Learning & Development
- Crucial Conversations workshop ($300 fee), UI Learning & Development
- QuickCoach: on Coaching
  - Coaching Effectively, Dr. Wolf Rinke
  - Being a Better Coach, Michael Stanier
- QuickCoach: on Performance Management
  - Performance Management (Goals, Feedback), Rosalie Catalano
- Reality-Based Rules of the Workplace; Reality-Based Leadership, Cy Wakeman

Closing Thought

Leaders become great, not because of their power, but because of their ability to empower others.
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Thank you for attending!

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