

*Let's Grow Together:  
Practical and Innovative Solutions for  
Performance Management*



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Individual Activity: Who do you need to give constructive feedback to at work next week?

"In the best companies, everyone holds everyone else accountable – regardless of level or position. These organizations all draw from the same source of power – the ability to talk openly. The conversations are always open & honest in expressing opinions, feelings & thoughts, willingly sharing views & ideas."

- *Crucial Conversations*

"Dialogue is the core of culture & the basic unit of work. How people talk to each other absolutely determines how well the organization will function."

- *Execution*

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## Agenda



Introduction: The Value of Performance Management

The Benefits of Feedback "Done Well"

- Giving/Receiving Positive Feedback
- Giving/Receiving Constructive Feedback

Small Group Activity

Leveraging Technology

Moving Forward: A Groundbreaking

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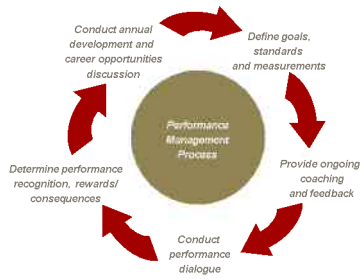
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## The Value of Performance Management



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## Feedback for Performance



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### Why this matters- Benefits of good, robust feedback



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### Feedback for Performance- Foundation



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### The value of Foundation



<b>We all Win</b> Do the right thing for Mascaro and the individual	<b>No Surprises</b> Frequent, robust dialogue	<b>Help, not Harm</b> Check defensiveness at the door	<b>Give and Receive</b> Give thoughtfully, listen fully, respond collaboratively	<b>Be the Best</b> Deliver passionately on our purpose
<b>Our Values:</b> Health & Wellbeing of our Employees Entrepreneurial Ethic		Honesty & Integrity Commitment to Excellence		Professionalism Teamwork

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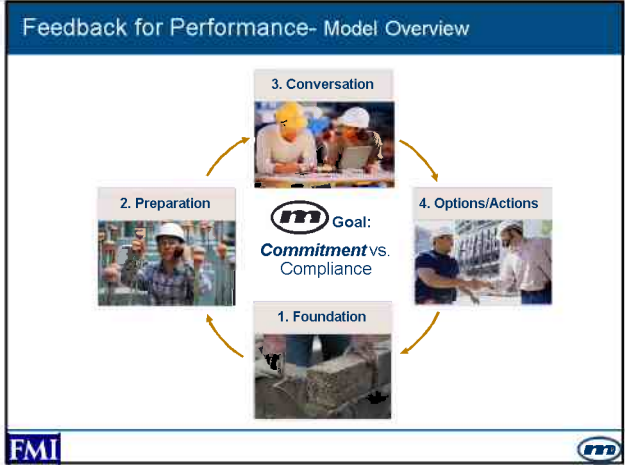
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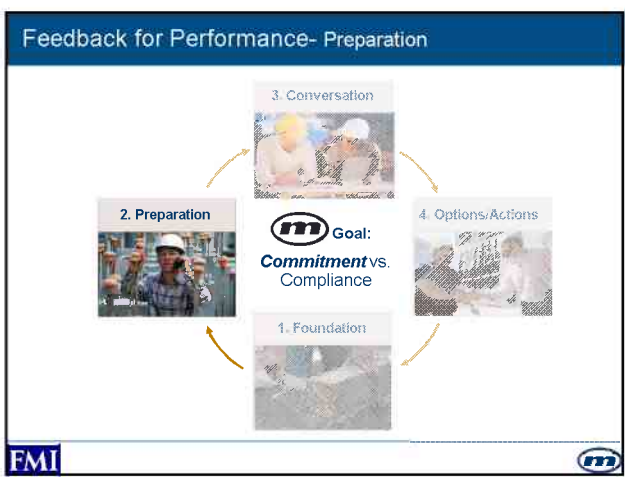
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### Preparation- Giving and Receiving Positive Feedback

*It's good to celebrate the touchdowns without the penalty!*

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### Prepare - Practice

Using the following questions, plan for a constructive feedback conversation based on a real situation that you are facing right now.

2. Prepare

- Which Foundation Blocks are especially relevant to this situation? Which are the ones that you personally struggle to remember?
- What are some potential "beneath the surface" causes to the performance challenge?
- Where will you meet so that you will not be distracted, and can speak most freely with one another?
- What information (*info-not ammo*) would be useful to have prior to the conversation? What do you still need to get- and where will you get it?
- How could the other person best prepare for the conversation? How will you set the conversation up in a way that is not threatening- but hopeful/motivating?

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### Feedback for Performance- Conversation

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## Conversation

**Key Concepts**






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### Feedback for Success

Goal: **Commitment** vs. Compliance

<p style="text-align: center;"><b>Give</b></p> <ul style="list-style-type: none"> <li>• Respectful and balanced (+,-)</li> <li>• Facts first, then gut</li> <li>• 2-way</li> </ul> <p><i>"I am seeing/hearing/feeling _____ and I wanted to check in with you. I believe that this situation will impact our success by _____."</i></p> <p><i>"I want to get your views on this and think about how we can "do more of that" or move this in a positive direction."</i></p> <p><i>"Your thoughts?"</i></p>	<p style="text-align: center;"><b>Receive</b></p> <ul style="list-style-type: none"> <li>• Receive with an open mind</li> <li>• Repeat back for understanding</li> <li>• Respond back with your thoughts</li> </ul> <p><i>"You believe _____."</i></p> <p><i>I agree with you on _____ I don't agree with your views on _____"</i></p> <p><i>My perception of the situation is _____"</i></p>	<p style="text-align: center;"><b>Confirm</b></p> <ul style="list-style-type: none"> <li>• Agrees</li> <li>• Disagrees</li> <li>• Define Success</li> </ul> <p><i>"We agree on _____"</i></p> <p><i>"We disagree on _____"</i></p> <p><i>"What does success look like?"</i></p>		
<p style="font-size: small; color: #0056b3;"><b>We all Win</b> Do the right thing for Mascaro and the individual</p>	<p style="font-size: small; color: #0056b3;"><b>No Surprises</b> Frequent, robust dialogue</p>	<p style="font-size: small; color: #0056b3;"><b>Help, not Harm</b> Check defensiveness at the door</p>	<p style="font-size: small; color: #0056b3;"><b>Give and Receive</b> Give thoughtfully, listen fully, respond collaboratively</p>	<p style="font-size: small; color: #0056b3;"><b>Be the Best</b> Deliver passionately on our purpose</p>
<p style="font-size: x-small; color: #0056b3;"><b>Our Values:</b>    Health &amp; Wellbeing of our Employee    Entrepreneurial Ethic    Honesty &amp; Integrity    Commitment to Excellence    Professionalism    Teamwork</p>				

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## Feedback for Performance- Options/Actions

2. Preparation



3. Conversation



4. Options/Actions






**Goal:**  
**Commitment vs. Compliance**

1. Foundation



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**Options/Actions**

**Key Concepts**






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**Feedback for Success**  
Goal: **Commitment** vs **Compliance**

<p><b>Generate Options</b></p> <p><i>"What are your ideas for what would work?" "What else?"</i></p> <p><i>"Can I throw in some ideas?"</i></p> <p><i>"What would work best?..." Why?"</i></p>	<p><b>Determine Actions</b></p> <p><i>"What are the steps?" "First steps?"</i></p> <p><i>"When will you take them?"</i></p> <p><i>"What do you need from me?"</i></p>			
<p><b>Give</b></p> <ul style="list-style-type: none"> <li>• Respectful and balanced (+,-)</li> <li>• Facts first, then gut</li> <li>• 2-way</li> </ul> <p><i>"I am seeing/hearing/feeling _____ and I wanted to check in with you. I believe that this situation will impact our success by _____."</i></p> <p><i>"I want to get your views on this and think about how we can "do more of that" or move this in a positive direction."</i></p> <p><i>"Your thoughts?"</i></p>	<p style="text-align: center;"><b>Repeat</b></p> <p><b>Receive</b></p> <ul style="list-style-type: none"> <li>• Receive with an open mind</li> <li>• Repeat back for understanding</li> <li>• Respond back with your thoughts</li> </ul> <p><i>"You believe _____."</i></p> <p><i>I agree with you on _____ I don't agree with your views on _____.</i></p> <p><i>My perception of the situation is _____.</i></p>	<p><b>Confirm</b></p> <ul style="list-style-type: none"> <li>• Agrees</li> <li>• Disagrees</li> <li>• Define Success</li> </ul> <p><i>"We agree on _____."</i></p> <p><i>"We disagree on _____."</i></p> <p><i>"What does success look like?"</i></p>		
<p><b>We all Win</b></p> <p>Do the right thing for Mascaro <u>and</u> the individual</p>	<p><b>No Surprises</b></p> <p>Frequent, robust dialogue</p>	<p><b>Help, not Harm</b></p> <p>Check defensiveness at the door</p>	<p><b>Give and Receive</b></p> <p>Give thoughtfully, listen fully, respond collaboratively</p>	<p><b>Be the Best</b></p> <p>Deliver passionately on our purpose</p>
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**Demonstration- What do you see?**



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### Small Group Activity: Feedback Practice

- Pair up and practice conversations with one another.
- Review your real-life situation materials and prepare
- Round 1- give and receive feedback
- Debrief for Round 1 with your partner- how it went, what could have worked better, etc.
- Switch roles and repeat for Round 2
- Debrief

3. Conversation



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## Leveraging Technology

- Make sure that your Performance Management "System" works BEFORE you add any technology
- Consider a homegrown system vs. a vendor
  - Investment implications
  - Flexibility
  - Maintenance / Support
  - Compensation / HR integration
  - Ease of understanding
- Make sure you aren't "losing the point"




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## Selecting an Evaluation Approach

Evaluation Approach	Description	Advantages	Disadvantages
Results	Focus on accomplishments, not potential. Usually, goals are specific and measurable.	<ul style="list-style-type: none"> <li>• Specific to each employee</li> <li>• Future-oriented</li> <li>• Supports goal-setting</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on specific results ignores routine work</li> <li>• Goal attainment may be affected by the performance of others</li> </ul>
Behaviors	Focus on what and how employees contribute to the organization. These can include performance factors and critical incidents.	<ul style="list-style-type: none"> <li>• Direct line of site; behaviors are totally under an employee's control</li> <li>• Describe specific actions</li> <li>• Offer clear examples for employees to follow</li> </ul>	<ul style="list-style-type: none"> <li>• Are not tied directly to results</li> <li>• More subjective than objective</li> </ul>
Combination	Uses multiple approaches to capture results, behaviors and competencies.	<ul style="list-style-type: none"> <li>• Presents a more well-rounded evaluation of an employee's performance</li> </ul>	<ul style="list-style-type: none"> <li>• May require more effort in developing an effective program</li> </ul>




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### Personal Action Plan

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Goal: \_\_\_\_\_  
 (Aligned with Corporate Purpose)  
 Why did you choose this Goal? \_\_\_\_\_

Description of How	With Whom	When (Timeframe)	Outcome

Goals  
 Realistic  
 Outcomes  
 Who  
 Timeline  
 How

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### Moving Forward: My Commitments

Take 2 minutes to consider all that you learned today and jot down two commitments that you will make to give and receive feedback in a more effective manner

My Commitments

<div style="border: 1px solid gray; padding: 2px; margin-bottom: 5px; font-size: x-small;">1. Foundation</div> 	<div style="border: 1px solid gray; padding: 2px; margin-bottom: 5px; font-size: x-small;">3. Conversation</div> 
<div style="border: 1px solid gray; padding: 2px; margin-bottom: 5px; font-size: x-small;">2. Preparation</div> 	<div style="border: 1px solid gray; padding: 2px; margin-bottom: 5px; font-size: x-small;">4. Option/Action</div> 

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