
Making Performance Management Really Work



Kevin Eikenberry
Chief Potential Officer
The Kevin Eikenberry Group
KevinEikenberry.com



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Your ***Fondest Wish*** for this session?

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What are your biggest concerns with Performance Reviews?

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Two More Questions . . .

- What would you like performance reviews to accomplish?
- What is stopping you from accomplishing those things?

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Your Role

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The Barriers

- The form/process
- The perception
- The organizational culture
- Past experience
- and . . .

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People Don't Want to Be . . .

**Appraised
Evaluated
Reviewed
Managed**

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Here is What People Do Want

**The chance to develop,
grow, and improve**

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The First Step

**Performance
Development
Not
Performance
Management**

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The Existing Underlying Belief

People are just another resource to manage and control

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The *Necessary* Underlying Belief

**It is our job and responsibility to give people the chance to grow and develop . . .
Because they can**

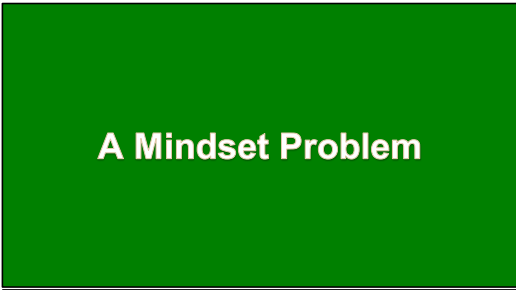
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The *Necessary* Underlying Belief

**It is our job and responsibility to give people the chance to grow and develop . . .
And because need them to**

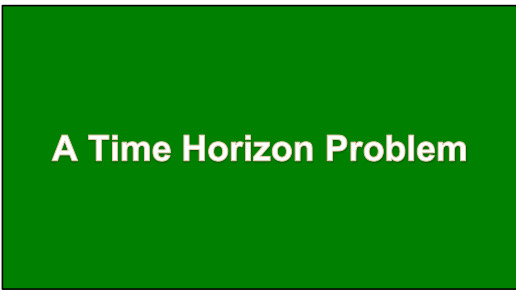
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Problem #1



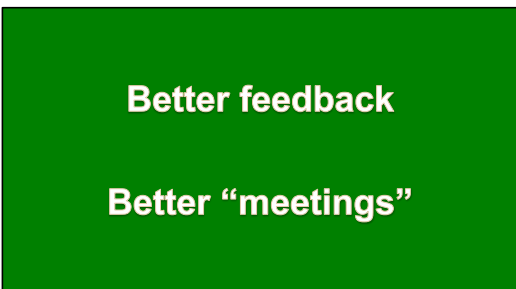
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Problem #2



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Two Solutions



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Second Key Word in the Title



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Let's Talk about Feedback

- What comes to mind?

- How many types are there?

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Types of Feedback

- Negative Feedback

- Positive Feedback

- Negative Feedforward

- Positive Feedforward

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Balance of Feedback

- How much positive?
- How much negative?
- What should the ratio be?

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Research on the Balance

- The floor – the Losada Line ~ 3:1
- The ceiling – 12:1
- The Gallup research . . .
- What should the ratio be?

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How Does This Apply to the Performance “Review”?

- What is your balance?
- When are people hearing the feedback?
- What are you looking for?

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A Reminder

- If it is about the other person's growth, development and success . . .
- It's not about the form or the process

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The Meeting Itself

- Make it a conversation
- Remove the anxiety and fear
- Past and future focused

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The Process Overall

- Make it ongoing
- Goal – No surprises
- Overall focus – ongoing improvement
- The form is just an output, not the focus

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Questions?

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Thank You for Participating!

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Now What?

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For More Information

To learn more about Kevin and The Kevin Eikenberry Group . . .

- <http://KevinEikenberry.com>
- Kevin's blog - <http://blog.KevinEikenberry.com>
- Facebook / Twitter (@KevinEikenberry)

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