

Performance Management

Elements of a Performance Management System

Set Performance Goals

- Establish performance standards
- Develop action plan

Provide Coaching and feedback

- SMART model
- TRIC formula for quick coaching session

Measure and evaluate

- Measure what matters
- Keep it simple
- Reward Performance

Manage performance gaps

- Correct with external options
- Develop performance improvement plans
- Use progressive discipline

Common Goal-Making Mistakes

- Conflicting goals
- “Wantism” rather than realism
- Too high/too low
- Horizon too long

Writing Performance Standards

- Describe performance expectations
- Specify the acceptable margin for error
- List any specific conditions under which the performance is expected to be accomplished or performance assessed.

Creating an Action Plan

To develop an action plan, you'll need to walk through the following process:

1. For each performance standard, identify the necessary chain of actions
2. List the projected results, measurement criteria, and specifics of what you'll be measuring
3. Note any barriers or obstacles, the resources needed to remove those barriers, and the person to contact

Benefits of Proactive Coaching

- Head off problems before they develop
- Keep employees productive and motivated
- Improve communication between managers and their employees
- Create a culture of continuous learning

SMART Acronym for Effective Feedback

- **S**et people up for success
- **M**ake an observation
- **A**ssume positive intent
- **R**ecreate the specific behavior
- **T**alk about the future

TRIC Model	Example
Tell the specific behavior that you would like to have changed	<i>“When you forget to prep the food for the next shift....”</i>
Recognize what you are feeling about the situation or behavior	<i>“I get frustrated because it slows down the next team’s dinner service...”</i>
Identify the replacement behavior that you would like to see	<i>“What I would like to see happen is for you to follow this checklist that to make sure that you have completed all the items before you leave.”</i>
Confirm understanding and end on a positive note	<i>“Can you explain back to me why I think this is important? It is important to me that you are successful working here.”</i>

Rules to Rewarding Performance Goals

- Rule #1: Establish a clear link between what people are rewarded for and the organization’s priorities.
- Rule #2: Ask the people you want to reward what is meaningful to them.
- Rule #3: Be specific in telling the employee exactly why he or she is being rewarded/receiving recognition.
- Rule #4: Provide frequent recognition but not with such sameness or consistency that it becomes an expectation.

Guidelines for Handling Nonperformance

- Begin with the least-severe corrective action and proceed to increasingly severe consequences only as necessary.
- The severity of the consequence should match the severity of the offense.
- If progressive discipline is not consistently and appropriately applied, employees may feel discriminated against.