

Positive Performance Management

A Systematic Approach to Employee Development

Performance Plan Overview

“Good performance” is defined as the individual accomplishments that help achieve the goals of the business.

- ✓ **Competencies:** The knowledge, skills, abilities, and other characteristics necessary to carry out a task.
- ✓ **Accomplishments:** The results of the tasks, usually described with nouns.
- ✓ **Organizational Goals:** The desired/expected results of the business that cannot be accomplished by one person.

How to implement a positive performance management system:

- Step 1: Identify performance elements, including competencies and accomplishments for individual employee positions.
- Step 2: Assess performance in each of those areas, including identifying factors negatively affecting performance.
- Step 3: Meet with employees regularly to offer feedback, support, and development to help employees continually improve their performance.
- Step 4: Evaluate progression, as well as your own performance supporting and developing each employee.

Creating a Performance Plan

- Identify highest priority performance elements (competency or accomplishment).
- Develop performance measures (quantitative and qualitative).
- Create performance standards (low, average, high proficiency) for each accomplishment.
- Assess current proficiency for each accomplishment.
- Identify issues or obstacles that may be impacting performance negatively.

Holding Productive Performance Conversations

Ask yourself the following questions to help ensure a positive and successful conversation.

- ✓ “How can I make this discussion meaningful and helpful?”
- ✓ “What impact do I want to have?”
- ✓ “What have I already said or done relating to this conversation?”
- ✓ “How can we obtain the best possible outcome?”

- Step 2: Encourage the employee to start talking.
- Step 3: Share your observations of current performance.
- Step 4: Solicit employee’s input
- Step 5: Set future plans

Avoid Escalated Emotions

Discussing performance issues—especially negative ones—can generate escalated emotions.

- ✓ The most common negative emotions are defensiveness, anger, embarrassment, and dejection.

To counteract:

- ✓ Reassure employees that your goal is to help
- ✓ Remind employees of their strengths and accomplishments
- ✓ Focus on future actions rather than past mistakes

Evaluate Performance

- Record your expectations for employees and compare them to employees’ current level of performance in your regular meetings.
- Assess your own performance as a supporter and developer of the employee.