

Following the Talent Assessment

Manager To Do List

By Alex Pareja

You've completed the talent assessment, now what?

Following the talent assessment, there are a few items to check off on your to do list before moving into your year-end conversations.

To Do List:

1. Validate 9-box rating with HRBPs
2. Differentiate your team's development
3. Schedule year-end conversations
4. Leverage and solicit feedback
5. Begin your assessment in Small Improvements

Validating and Differentiating in 9 Box

By Alex Pareja

First, you'll identify where your people are positioned in the 9-box grid, and then you'll be ready to take action.

Validation of Ratings

After the talent assessment, you will connect with your HRBP's. During this meeting, your team members will be placed visually on the 9 box grid using a collaborative Miro board.

It is your job as a manager to validate the placement of each employee on your team.

Next Steps for Differentiating Development

Now that you've identified where your people are positioned in the 9-box grid, you're ready to take action. Click on each card to see some specific steps you can take to differentiate development for each employee.

Coachable: Develop or reposition for success

- Focus on raising performance levels
- If new to role, provide exposure to different leaders and functions to gain skills needed to enhance performance
- Assess current and future skill needs and focus training in these areas

Rising Star: Develop through varied stretch assignments

- Provide challenging stretch assignments every year to grow skill set
- Exposure to leaders in other functional areas to build perspective and breadth

- Assign to lead cross-functional task forces or project teams
- Assign a mentor from a different business function
- Internal training on broad leadership and organizational management areas; participation in external networks

Star: Provide new, more challenging opportunities

- Vary assignments every year (across functions, divisions, challenges, managers) to build perspective and breadth
- Assign to business critical project teams, including outside of functional area
- Expose to senior leadership on a regular basis
- Assign an executive coach
- External training on broad leadership and organizational management areas

Inconsistent or Misplaced: Observe and reassess future

- Assess and provide feedback on reasons for poor performance
- Evaluate ability and willingness to develop required skills for current and/or future roles
- Consider moving to another role if skills sets could be leveraged elsewhere in the organization

Solid Citizen: Develop, challenge and test

- Keep in current role and expose to new challenges to see how they respond/perform
- Assign to projects or task forces within function to leverage existing skill sets or in different areas requiring similar skills
- Facilitate internal networking and expose to potential future managers
- Training within area of expertise; may consider external resources to broaden perspective

Strong Player: Develop through broader experiences

- Provide broader experiences in current role or move laterally to a different area within the function
- Provide exposure to more complex activities within functional area
- Appoint to cross-functional task forces or project teams
- Assign a mentor to support development
- External or internal training to enhance functional expertise and leadership; participation in external networks

Up or Out: Performance Improvement Plan or exit strategy

- Determine reasons for sustained low performance
- Put on Performance Improvement Plan – ideally no more than a 90 day timeframe to evaluate improvement and if none is observed then work on an exit plan.

Acceptable Performer: Sustain, motivate or develop within role

- Keep in current assignment and function to develop expertise
- Expose to functional experts
- Assign to relevant task forces within functional area
- Training focused on job specific skills / competencies

Key Contributor: Retain and leverage expertise to develop others

- Keep in current assignment and continue to develop functional expertise
- Leverage technical expertise and assign to lead functional task forces
- Serve as a mentor for others within functional area
- Training opportunities through participation at external conferences / seminars in subject area

Soliciting Feedback

By Alex Pareja

Feedback from peers, colleagues, direct reports and other stakeholders can provide you with additional information, insight and context that you otherwise may not have access to. Ideally, you have already solicited feedback throughout the year which you can leverage during your employee evaluations. If you haven't yet solicited feedback on your employees' development, here are some tips and tricks to get you started.

When Should You Ask for Feedback?

Just as you want to be providing feedback to employees throughout the year on an ongoing basis, you should also be getting feedback regarding your employees. It shouldn't be a one-and-done annual event. You want to be regularly speaking with stakeholders and colleagues and gaining informal feedback.

Should You Include Feedback in Your Assessment?

This feedback is meant to supplement other data points –not used to replace manager assessment

How Frequently Should You Ask for Feedback?

At Acme Inc. we encourage a culture of continuous ongoing feedback provided throughout the year and in-the-moment. Likewise, requesting feedback on your employees should occur regularly throughout the year, and in the moment.

At Acme Inc. we are committed to helping our employees grow and develop, which is why you want to solicit feedback at the right time and in the right way.

Feedback at the Right Time in the Right Way

Why feedback shouldn't be tied to performance reviews:

Popularity Contest

Tying feedback to year-end performance reviews can turn the requests for feedback into a “popularity contest”. When individuals feel their feedback may have a direct impact on the performance assessment, we are less likely to get as transparent feedback versus when the feedback will be used to help an individual grow and develop.

Different Expectations

Tying feedback requests to performance can also send the wrong message to employees as different individuals may have different expectations upon which they are basing their feedback. Feedback tends to reflect others' opinions of the person at a particular point in time, which does not account for the employee's overall performance. Sometimes, the feedback can reveal more about the person giving the feedback than the other employees as individuals use themselves as the baseline and compare others to themselves.

Tying Feedback to Development

By tying the feedback to development, we are able to mitigate some of the risks of 360 feedback and ensure the feedback we are getting is able to impact employee development and behaviour change, as well as creating an environment of continuous feedback where people feel safe and comfortable to be transparent.

Who should You request feedback from?

When considering who you should request feedback from, click the markers and ask yourself if the individual meets the criteria.

- Does this person have regular work-related interactions with the employee?
- Has this person worked on a shared project or common goal with the employee?
- Does this person have a high degree of visibility into the work, skills, and knowledge of the employee?
- Does this person have knowledge of the impact of the employee?
- Has this person worked for a long period of time with the employee?

Feedback Best Practices

By Alex Pareja

It's important that you understand how to request feedback to ensure you are getting valuable information that can supplement your assessment.

Soliciting Feedback Tips

- Let your employee know that you will be collecting feedback. Discuss the purpose, and align on who will be best positioned to offer valuable feedback.
- Respect the impact of "survey fatigue" and the number of feedback requests being sent out.
- Offer to speak with the person providing feedback via a call if they prefer (some people will be more comfortable with providing live feedback rather than providing written feedback)

Timing

Here are some milestones when seeking feedback would be optimal:

- After a big project has been completed.

- When an employee has transitioned to a new role/team (after onboarding).
- After an employee has been onboarded.

Feedback Questions

- When soliciting feedback it is important to ask questions that speak to:
- The overall quality of the work produced by the employee.
- How the work was achieved and demonstration of Acme Inc. values.
- The overall value or impact of the work on peers, project, team or Acme Inc. Success.

Consider asking the following questions:

Peers or Stakeholders

- How did the employee's contribution have a team- level impact? Please provide examples.
- How did the employee generate new ideas to improve processes and work across the team? Please provide examples.
- How did the employee demonstrate Acme Inc.'s values? Please provide examples.
- How did the employee's contribution make efficient use of resources and time? Please provide examples.
- What does this employee do really well? Please provide examples.
- What specific challenges did you face while working with this employee? Please provide examples.
- What could the employee do to be even more effective? Please provide examples.

Direct Reports

- How did your manager's contribution help you successfully execute your work? Please provide examples.
- How does your manager proactively discuss your career development with you? Please provide examples.
- How has your manager demonstrated Acme Inc.'s values? Please provide examples.
- What about working with your manager inspires you? Please provide examples.
- What specific challenges did you face while working with your manager? Please provide examples.
- What could your manager do to be even more effective? Please provide examples.

Interpreting and sharing feedback

By Alex Pareja

Once you've gathered employee feedback, you will need to interpret and share your findings in your assessment.

You will use Small Improvements to request and provide regular employee feedback. You can leverage this tool to help you identify trends.

View and bookmark this page to learn how to request employee feedback in Small Improvements here:

<https://resources.small-improvements.com/knowledge-base/feedback-requests-employee-self-driven-360o/#provide-feedback>

Tips for Interpreting Feedback

- Consider the Source: Consider the source of the feedback and the person's visibility to and understanding of the employee's overall contributions.
- Be Aware of Possible Biases: Feedback tends to reflect others' opinions of the person at a particular point in time, and does not account for the employee's overall contributions. Feedback can reveal more about the person providing the feedback than the person who has received the feedback. Individuals tend to use themselves as the baseline and compare others to themselves.
- Summarize Trends: Summarize the feedback into overall trends of strengths (focus) and areas of development
- If the feedback is something you haven't observed, you may need to request additional information to better understand.

Sharing Feedback

When sharing feedback it is important to follow some helpful guidelines:

1. Focus on trends and strengths
 - a. Remember, your role as a manager is to assess performance. Feedback from others is one data point that should be used to supplement your observations.
 - b. Decide on what feedback should be shared, focusing on trends and strengths (and some areas of development).
2. Include some areas for development
3. Keep it Confidential
 - a. When sharing, protect the integrity of the feedback and the individuals who shared it.
 - b. Do not share specific comments or feedback (or who said what)
4. Use Emotional Intelligence
 - a. Make space for an open, two-way conversation.
 - b. Share the information in a way that makes it easy for the person to accept the feedback.
5. Make areas for development actionable
 - a. Only share feedback that serves the employee's development – ask yourself, "Do I need to share this"? Will this help my employee's development?.
 - b. Incorporate the feedback into the employee's development goals, and solicit the employee's input.