

2017 Performance Conversations

2017 Performance Conversations

What's due in 2017:

- Team Members & managers have early access to forms to support multiple conversations throughout the year, up to 4 conversation dates can be captured in the form through January 31, 2018
- Conduct and document at least two 2017 conversations by 1/31/2018
- Updated Employee File, including photo

HR Business Partners/HR Managers will support your team

Additional Resources:

- Kick Off Communication
- Jetnet articles & FAQs
- “Skillsoft – online lessons to support conversations
- Videos – helpful tips to successful conversations
- Talent Central Helpdesk (Talent.Central@aa.com)

Talent Central is available via Jetnet/Team Member Services/Career

How Managers Support Performance

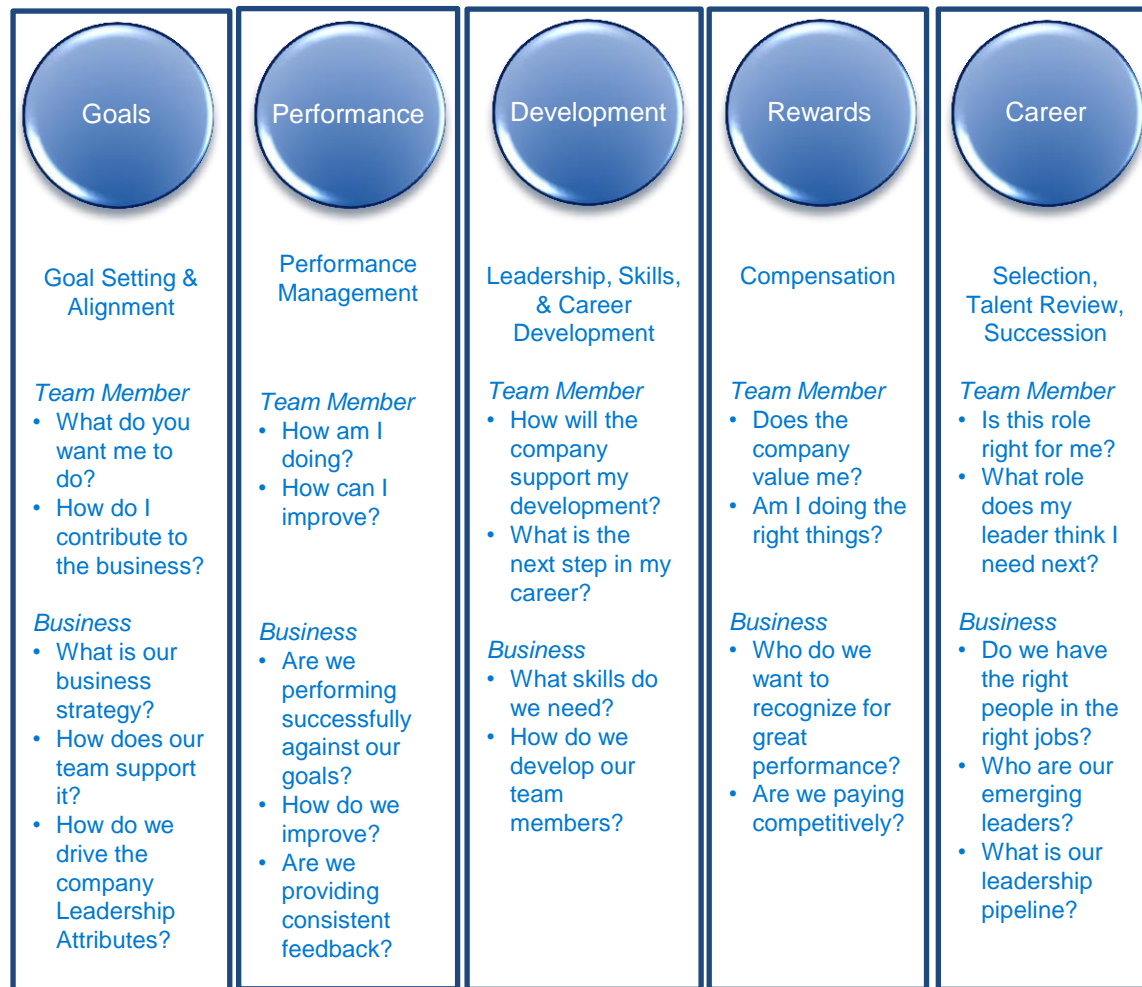
How will managers support the performance conversation process:

- Encourage your teams to complete their conversations by January 31, 2018
- Encourage your teams to complete their Employee Files as soon as possible
- Report any organizational structure discrepancies due to system movement and organizational changes to your HR Business Partner or email HRIS.Help@aa.com

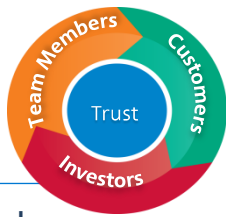
Focus Areas of Talent Conversations

- A simple way to describe the continuous communication between leaders and team members
- Set of tools that provide flexible guidance for leaders and team members
- Highlights the cadence of continuous conversations at American
- The model will help reinforce and develop conversations

Talent Conversations Approach



Performance Conversations



Because we know leadership is an awesome responsibility, caring and development are natural components of performance conversations and team member development. Having two conversations (third quarter and end of cycle) using recent, concrete behavioral examples enable team members to revisit and reprioritize goals, remaining focused on results and development.

3rd Quarter

September 30, 2017

End of Cycle

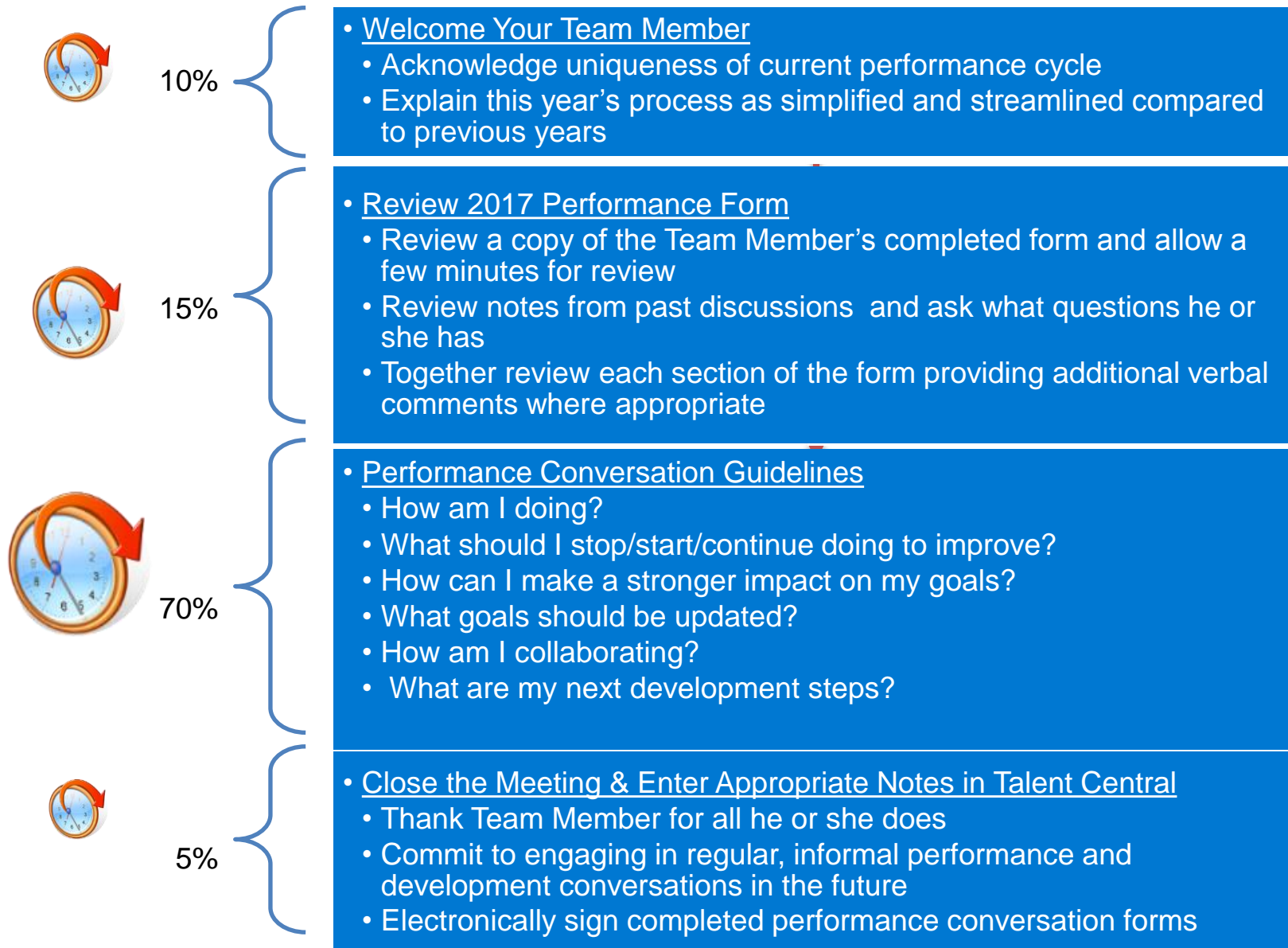
January 31, 2018



2017 Performance Conversation Expectations

Phase	Expectation	Owner
Conversation Preparation	Review your performance, goals, and career development areas that will drive change for future success	Team Member
	Review Team Members performance, feedback from other managers, and career development areas that will drive change for future success	Manager
	Complete your Team Member Self Evaluation in Talent Central, capturing specific examples and achievements	Team Member
	Complete Manager evaluations in Talent Central, capturing specific examples and achievements	Manager
During the Conversation	Listen, and be receptive to feedback	Team Member
	Listen, and provide specific examples, impacts, and next steps	Manager
	Clarify expectations	Team Member
	Provide clear expectations (Start, Stop, Continue)	Manager
	Identify and agree to expectations for continuous conversations	Team Member & Manager
Throughout the Year	Challenge yourself to stretch and develop to meet your full potential	Team Member
	Empower Team Members to reach their full potential	Manager
	Follow through with your continuous conversations, complete your performance form with an e-Signature and submit in Talent Central between Oct. 2 nd 2017 and Jan. 31 st 2018	Team Member & Manager
	* Managers and team members can exchange the form an unlimited number of times to support conversations(s) prior to Jan. 31 st in Talent Central	Team Member & Manager

During the Conversation



Performance Conversation – Manager Tips

Provide a fair and accurate evaluation of the Team Member's performance by answering the questions:

- What was accomplished (outcomes and the impact – Goal Setting)
- How was it accomplished (behaviors and the impact – Leadership Attributes)
- Review key results, strengths, areas of opportunity, and development

Collaborate with Team Member to identify top 3 - 5 goals that support the business

- Ensure Team Member goals are aligned to department goals
- Discuss what success looks like and status progress regularly
- Identify possible next steps toward achievement of goals

Provide additional feedback to improve performance and guidance on career development

Conclude the discussion with your commitment to engage in regular, informal conversations throughout the year

Performance Conversation – Team Member Tips

Provide a fair and accurate evaluation of your performance by providing specific examples and results

- Review key results, strengths, areas of opportunity, and development

Identify your top 3 - 5 goals that support the business

- Collaborate with your manager to identify these goals
- Discuss what success looks like so progress is tracked accordingly
- Remain aligned on your goals so they can be revised if necessary

Ask for additional feedback to improve performance and guidance on career development

Conclude the discussion with your commitment to engage in regular, informal conversations throughout the year

Performance Conversation Forms and Tools

2017 Performance Conversation Process

This process is designed to identify and support key results, strengths, areas of opportunity, and development

In order to access and complete Performance Conversation forms...

1. Log into Jetnet, click on the Team Member Services tab and select the Career option
2. Click on the Talent Central link to access Talent Central
3. Click on the performance conversation form link within the “To Do” tile **or** click on the Talent Central Home drop down arrow and select Performance in order to navigate to the Performance page that contains performance conversation forms
4. Team Member capture 2017 comments and 2017 goal setting (and overall rating for Canada, Europe, and Pacific only)
5. Manager inputs 2017 comments in preparation of the conversation (and overall rating for Canada, Europe, and Pacific only)
6. Team Member and Manager complete 2017 conversation(s)
 - Early access to forms support multiple conversations throughout the year that can be captured with a date in Talent Central
 - 4 conversations documented in Talent Central including dates by January 31, 2018 is required
7. Starting October 2nd, Manager completes the signature section and it automatically goes to the Team Member
 - Managers select the “Review Conversation Details button to move the form into a non editable step before signing the form
 - eSignatures can be applied to performance conversation forms between October 2nd and January 31, 2018
8. Team Member completes the signature section and closes the form
 - eSignatures can be applied to performance conversation forms between October 2nd and January 31, 2018

Timeline reminder: Managers set clear deadlines with Team Members to complete the steps above based on your organization’s completion date.

Performance Conversations

The Performance Conversations form should be used when discussing:

- Performance
- Goals
- Key Results
- Strengths
- Areas of Opportunity
- Development

When discussing how to guide and execute on the future path of career development it helps to complete the Continuous Development Plan (CDP) with development goals and activities to support them.

The manager and team member should collaborate on what the right development goals and activities look like.

The Performance Conversations form and the Continuous Development Plan should not be used to document performance and/or behavioral deficiencies. Please see your HR Business Partner for guidance.

Performance Conversations Form

The screenshot displays the 'Performance Conversations Form' for American Airlines. The interface includes a top navigation bar with 'Reviews' and 'Team Overview' tabs, and a search bar. The main content area is titled '2017 Domestic Performance Conversation for Talent Central'. Below this, a 'Route Map' shows the process flow: 1. Employee & Manager Capture Performance, 2. Review Conversations, 3. Employee Signature, and 4. Completed. The 'Performance Conversation' section contains a 'Manager's Comments' text area (highlighted with a red box) and an 'Employee's Comments' section with a 'No Comments' message. Below this is the '2017 Goal Plan' section, which includes a 'Performance Conversation Guidance' box with a list of questions to guide the conversation. The 'Quarterly Conversation Acknowledgement' section contains a table with four rows for the 1st, 2nd, 3rd, and 4th 2017 Performance Conversations, each with a date field (MM/DD/YYYY) (highlighted with a red box). The 'Employee Information' section at the bottom includes fields for 'Preferred Name', 'Manager', 'Username', 'Last Name', and 'Job Title'. At the bottom right, there are 'Cancel' and 'Save and Close' buttons (highlighted with a red box). The footer includes copyright information for SAP SuccessFactors.

2017 Performance Conversation Form



Canada, Europe, and Pacific **only** will have one overall performance rating (for legal reasons)

American Airlines Performance

Search for actions or people

Reviews Team Overview

Back to Inbox

2017 Domestic Performance Conversation for Talent Central

Talent Central

Route Map

Assessment Signature Completed

1 Employee & Manager Capture Performance 2 Review Conversations 3 Employee Signature 4 Completed

Performance Conversation

International Employee

Manager and employee review key results, strengths, areas of opportunity and development.

Employee Rating

Talent Central's Comments

Writing Assistant

2017 Goal Plan

Performance Conversation Guidance

The questions below may help guide your performance conversation:

- How am I doing?
- What should I stop/start/continue doing to improve?
- How can I make a stronger impact on my goals?
- What goals should be updated?
- How am I collaborating?
- What are my next development steps?

Less

Quarterly Conversation Acknowledgement

Don't forget to track your conversations!

Date fields are available for you to document your performance conversations throughout the year. On October 1, 2017 the signature button will be available for you to complete the last steps in your Performance Conversations process. You may document up to four conversations by January 31, 2018.

Less

* 1st 2017 Performance Conversation

2nd 2017 Performance Conversation

3rd 2017 Performance Conversation

4th 2017 Performance Conversation

Employee Information

Preferred Name Last Name

Manager Job Title

Username

Cancel Save and Close

Open section for manager and Team Member to review key results, strengths, areas of opportunity, and developmental opportunities

2017 Goal Plan to keep track of goals and progress

Manager captures conversation date(s) viewable to Team Member throughout the year

Team Member self-evaluation allows for productive manager/Team Member conversation

Goal Plan is a 'living document' that allows for alignment to ensure relevant work remains a priority

Conversation Guidance and Team Member Info

Manager & Team Member Signatures confirmed electronically

2017 Performance Conversation Form

PERFORMANCE CONVERSATION FORM

Section 1: 2017 Conversation

- Specify key results, strengths , areas of opportunity, and development
- Use the writing assistant as an optional feature to assist you in identifying the appropriate comments
- Describe recent skills gained that were utilized in the Team Member's current role
- Use concrete behavioral examples of accomplishments and goals achieved that contributed to results

Section 2: 2017 Goal Setting

- The components will include the Goal, Goal Description, Start Date, Due Date, and Progress
- Based on the expectations of the Team Member's role, identify a recommended 3 to 5 goals.
- Review the status/progress toward the goals
- Revise goals as needed
- Describe why each goal reached the designated point of progress in the comments section
- Use concrete behavioral examples that contributed to the results

Section 3: Performance Conversation Guidelines

- Outlines the six questions to be discussed during the Team Member/manager conversation

Section 4: Team Member Information

- Highlights the Team Member's name, manager, title, and Team Member number

Section 5: Signature and Comments

- Complete Team Member and Manager signatures
- Enter any additional applicable comments

2017 Canada, Europe, Asia and Pacific Performance Rating Criteria

Managers choose which of the definitions below best describe team member's overall performance. There is only one whole rating – no “in-betweens.”

New to Role	Performance Requires Improvement	Strong Performer	Exceptional Performer
New to Role	Unsatisfactory Performance, Poor Results/Behaviors	Consistent, Successful Contribution & Impact	Exceptional Contribution & High Impact
Team members with 0-3 months, or additional responsibilities. Has not had time to gain expertise and make an impact.	team member exhibits performance that is unacceptable; does not meet minimum expectations*	team member exhibits good performance with results & behaviors that consistently meet or sometimes exceed performance expectations	team member exhibits exceptional performance with results & behaviors that consistently exceed expectations, and are often unique and extraordinary

**Assumes team member has been in position for a sufficient amount of time*

Talent Conversations Approach Supporting Documents

Leadership Model



American Airlines Leadership Model

We believe leadership is an awesome responsibility and privilege. A diverse team of over 100,000 American Airlines team members and their families trust us to ensure they have a growing and thriving employer and a rewarding, inclusive and supportive work environment. We are humbled by that responsibility and invigorated to validate the trust placed in us.

Leadership Attributes

Caring

We care about all team members. Leaders at American understand their role is to support our frontline team members, not manage them. We are either serving a customer or serving someone who is. And to do that we must care about colleagues as people. Our leaders fight to ensure team members have the tools they need. We continuously thank and recognize colleagues, and we listen to each other with compassion and empathy.

Collaboration

We succeed as a team. We are team players who understand that people working together can accomplish exponentially more than a group of individuals. We seek to break down silos through active communication and collaboration. We have no jerks. We enjoy working in a team environment and we particularly enjoy winning and celebrating our successes together. Relationships matter and we treat each other with respect.

Development

We build future leaders. Our leaders are people that great people want to work for because they know they will be given the latitude to learn and make a difference, while working in a fun environment built on mutual respect. We dedicate time and effort to develop the world's best leaders.

Results

We drive to be the best. The leaders of American believe there is no reason we cannot be the very best at everything we do. We are competitive and demanding of ourselves. We actively and aggressively monitor our performance and are continuously seeking improvement. We reject complacency and excuses and reward passion and results.

Future

We continually challenge the status quo. Our leaders love intellectual debate and thrive on progress. History is important and so are the actions of our competitors, but neither will comprise the full rationale of our decision-making process. We value creativity, innovation, open-mindedness and diversity of thought. We encourage risk-taking. Our leaders are big picture thinkers with a particular focus on the future.

Talent Profile

Test Talent Profile
AA Credit Union, Corporate
DFW-HDQ1 (US/Central)
Local time: Wednesday, 04:57:39 PM

Business Phone 817-952-4904
gal.enda@aa.com

As of Today

Talent Profile

Internal Work History

Internal Work History

Time Period	Oct 23, 2006 - Dec 31, 9999	Time Period	Jul 1, 2004 - Oct 22, 2006
Department	-	Department	-
Division	-	Division	-
Location	HDQ	Location	HDQ
Company	AA	Company	AA
Position Title	SR Mgr LENDING & PRODUCT MANAGEMENT	Position Title	Mgr MARKETING & MEMBER SVCS
Pay Level	6	Pay Level	5

Previous Work History

Previous Work History

Transportation

Company Name	Port Authority NY/NJ
Job Title	Analyst/Specialist
Department	-
Base Compensation Amount	-
Duties and Achievements	-
Reason For Leaving	-
Employment Gap Explanation	-
Time Period	Jul 1, 1983 - Aug 1, 1985

Experience & Special Skills

Experience & Special Skills

No Data

Formal Education

Formal Education

Masters		Bachelors	
Institution	UCLA	Institution	Cornell
Program/Major	Finance	Program/Major	Industrial Engr
...


Take advantage of American's internal LinkedIn. The Talent Profile includes:

- Name
- Current Position Information
- Work History
- Experiences & Skills
- Additional Work History
- Education/License/Certifications
- team member Career Interests


Completion is optional and you may enter details based on your comfort level

Continuous Development Plan

[Development Plan](#) [Career Worksheet](#) [Career Path](#) [Help & Tutorials](#)

 Jane Smith

Continuous Development Plan

[+ Add New](#) [Display](#) 

Introduction

The Continuous Development Plan (CDP) is created collaboratively between you and your manager. It is a high-level goal that should align with one of the five imperatives. Identify at least one goal that aligns with your career path (and, of course). The Development Focus

Displaying 1–1 of 1 Development Goals

Development Goals

Development Focus

Test dev goal [Edit](#)

Description:
Test dev goal

Add Development Goal -- Webpage Dialog

https://performancemanager4.successfactors.com/tgmEdit?t=2001&u=superraghu&editComp=true&&_s_crb=XgQLHUym

Add Development Goal

Fields marked with * are required.

* Development Focus:

Description:

Activity Type:

Resource Needs:

Start:

Complete:

Comments: [+ Add Comment](#)

Leadership Development Offerings

Classroom	Online
<p>Managers of People</p> <ul style="list-style-type: none"> • Communicating for Success (5 hours) • Engaging Your Team (5 hours) • Helping Your Team Through Transition (5 hours) <p>New / First Time Managers</p> <ul style="list-style-type: none"> • Leading People at American (4 days) <p>Mid-level Managers</p> <ul style="list-style-type: none"> • Making the Transition Part 1 (2 days) • Making the Transition Part 2 (2 days) <p>Teams</p> <ul style="list-style-type: none"> • Emergenetics (1 day) <p>New Hires</p> <ul style="list-style-type: none"> • Welcome to American (1 day) (new hire orientation) <p>Professional Development – Includes:</p> <ul style="list-style-type: none"> • 5 Choices – Franklin Covey • Presentation Skills 	<p>Skillsoft</p> <p>Sample Topics Include: Business Writing, Change Management, Giving Feedback, Finance for Non-Finance Managers, Time Management</p>
	Learning Partners
	<p>Self Funded Tuition Discounts</p> <ul style="list-style-type: none"> • American Intercontinental University • Capella University • DeVry University • University of Phoenix • Penn State World Campus • Strayer University • New Horizons Computer Learning Centers • Desktop Knowledge Center • IMS Management Studies Seminars
Contact your HR Business Partner or HR Talent Development for more information	

Talent Central References

Accessing the Talent Central



My Quick Links

Departments

Team Member Services

Get Involved

Travel

All Places > Team Member Services > Documents

Career

1 minute read

Created by Kalen Kubik on Jun 21, 2016 10:31 AM

Performance

Talent Central

This system allows you to manage all aspects of your career. You can include your skills, expertise, work history and career interests.

[Access Talent Central »](#)

Once you are in the system, you'll need to click on "Talent Profile" located just under your name.

[Learn more about Talent Profiles »](#)

[Talent Central FAQs »](#)

Development

[Emergenetics job aid »](#)

[Emergenetics app »](#)

[The five imperatives »](#)

[Measuring our success »](#)

Job

[Internal job postings »](#)

[Job transfers and bids \(LAA\) »](#)

[Seniority lists »](#)

[Onboarding »](#)

[Federal and state employment notices »](#)

Link to Talent Central from the Career page on Jetnet

Have a Talent Central system question?

[Email the Talent Central team \(Talent.Central@aa.com\) »](#)

Accessing Performance Forms in Talent Central

The screenshot displays the American Airlines Talent Central interface. At the top left is the American Airlines logo. To its right is a navigation bar with a home icon and a dropdown menu labeled 'Home'. A red arrow points to this 'Home' dropdown, which is open, showing a list of options: 'Home', 'Goals', 'Performance' (highlighted with a red box), 'Company Info', and 'My Employee File'. To the right of the navigation bar is a search bar with the placeholder text 'Search for actions or people' and a notification bell icon. Below the navigation bar, the dashboard is divided into several sections. On the left is a 'To Do' section with a dropdown menu showing 'Due Now' and 'Due Anyti', and a 'Recently Completed (0)' section. In the center is a 'Company Info' section with a bar chart icon and the text 'Employee & M: Plummer'. On the right is a 'Links' section with links for 'Org Chart', 'Directory', 'Training Material', and an 'Edit' button. At the bottom, there are three sections: 'My Admin Favorites' with a link to 'Compensation Home', 'Careers' with a search bar and a large number '244' representing 'Open Jobs', and 'My Info' with a profile picture placeholder and the text 'Talent Central'.

American Airlines

Home

Search for actions or people

To Do

Due Now

Due Anyti

Recently Completed (0)

Employee & M: Plummer

Company Info

My Employee File

Sort by Date | Type

Links

Org Chart

Directory

Training Material

Edit

My Admin Favorites

Compensation Home

Careers

Search From

244

Open Jobs

You Have

0

Job Alerts

Create a Job Alert

My Info

Talent Central

Goal Plan

American Airlines

Goals

Melinda Flagg (418861) on behalf of Talent Central (SYS_SFP_TAL)

Goal Plan

Status Report

Execution Map

Meeting Agenda

Talent Central

2017 Goal Plan

+ Add New

Display

Introduction

Ready to set your 2017 Goals?

Let's get started by selecting the "Add New" button. When setting your goals, you may use the SMART Goal Wizard option.

The recommended number of goals range from a minimum of three to a maximum of five goals. Please collaborate with your manager to determine and prioritize what goals are best for you.

(Max:5)

GOALS

Goal	Goal Description
<input type="checkbox"/> Design and implement a new process to improve the customer experience by 3Q Edit	Design, communicate, and implement tools and re and customers that will produce positive impactful and customer experiences to provide an authentic
<input type="checkbox"/> 20 development trainings conducted Edit	Conduct 20 training sessions with other administra

Add New
Add goal allows you to make up your own goal and assign any metrics you want

Click here to use **SMART Goal Wizard**
The goal Wizard will guide you through creating a SMART goal.

Add Goal -- Webpage Dialog

Create a New Goal

Choose what type of goal to add.

+ Personal Goal

Personal Goals allow you to make up your own goal and assign any metrics you want.

+ Library Goal

Library Goals are selected from an organized library with suggested metrics.

Add Goal -- Webpage Dialog

Add a SMART Goal

SPECIFIC

MEASURABLE

ATTAINABLE

RELEVANT

TIME-BOUND

Welcome to the SuccessFactors SMART Goal Wizard™ which will help you quickly write effective goals.

What is your goal?

Hint: To see suggestions from the Goal Library, start typing action or subject key words, such as *create, increase, inventory, sales*.

Tips: Goals should be straightforward and state what you want to happen. Be specific and define what you are going to do. Use action words such as *direct, organize, coordinate, lead, develop, plan*, etc.

Cancel

Next

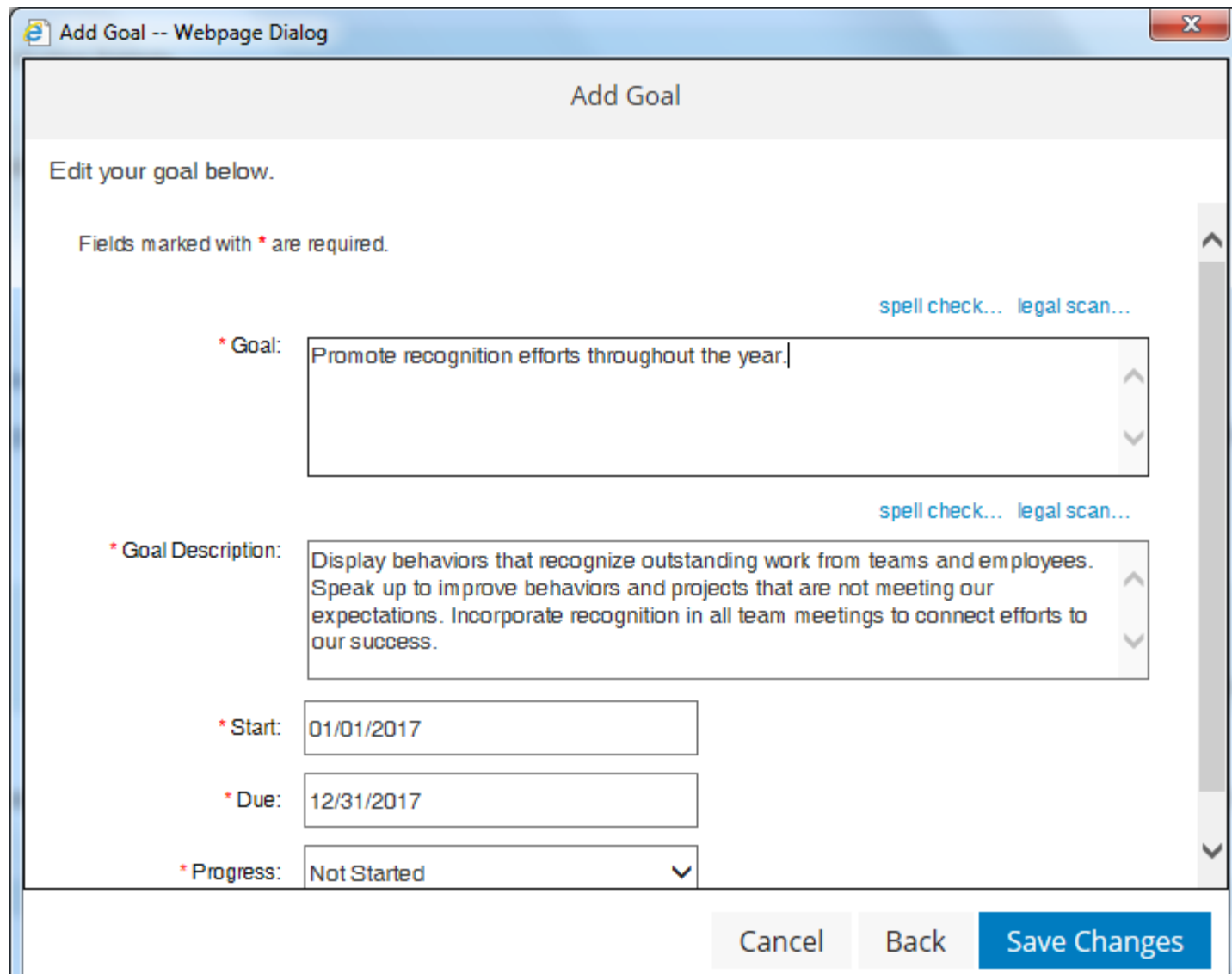
Add Goal

- Goal Name
- Goal Description
- Start / Due dates
- Select Progress
- Save Changes

Adding a Goal

Add Goal:

- Goal Name
- Goal Description
- Start and Due dates
- Select Progress
- Save Changes



The screenshot shows a web browser window titled "Add Goal -- Webpage Dialog". Inside the window is a form titled "Add Goal". The form contains the following elements:

- A header bar with the title "Add Goal" and a close button (X).
- A section titled "Edit your goal below." with a note: "Fields marked with * are required."
- A text input field labeled "* Goal:" containing the text "Promote recognition efforts throughout the year." To the right of the field are links for "spell check..." and "legal scan...".
- A text area labeled "* Goal Description:" containing the text "Display behaviors that recognize outstanding work from teams and employees. Speak up to improve behaviors and projects that are not meeting our expectations. Incorporate recognition in all team meetings to connect efforts to our success." To the right of the text area are links for "spell check..." and "legal scan...".
- A date input field labeled "* Start:" containing the date "01/01/2017".
- A date input field labeled "* Due:" containing the date "12/31/2017".
- A dropdown menu labeled "* Progress:" with the selected option "Not Started".
- At the bottom right, there are three buttons: "Cancel", "Back", and "Save Changes".

Using the SMART Goal Wizard

+ Add New

Add New
Add goal allows you to make up your own goal and assign any metrics you want

Click here to use SMART Goal Wizard
The goal Wizard will guide you through creating a SMART goal.

Copy From Other Goal Plan
Copy from another goal plan allows you to copy a goal from different goal plan into this one

Add Goal -- Webpage Dialog

Add a SMART Goal

SPECIFIC MEASURABLE ATTAINABLE RELEVANT TIME-BOUND

Welcome to the SuccessFactors SMART Goal Wizard™ which will help you quickly write effective goals.

What is your goal?

Hint: To see suggestions from the Goal Library, start typing action or subject key words, such as *create, increase, inventory, sales*.

Tips: Goals should be straightforward and state what you want to happen. Be specific and define what you are going to do. Use action words such as *direct, organize, coordinate, lead, develop, plan, etc.*

Cancel Next

Add a SMART Goal:

- **Specific:**
 - Identify your goal
- **Measurable:**
 - List success measurements
- **Attainable:**
 - Ensure goal is within reach
- **Relevant:**
 - Confirm alignment to the vision
- **Time-bound**
 - Apply start and due dates

Add Goal -- Webpage Dialog

Add a SMART Goal

Please confirm your goal and click **Save**.

Confirm your SMART goal

Specific:	Design and implement a new process to improve the customer experience by 3Q
Measurable:	Design, communicate, and implement tools and resources to support partners and customers that will produce positive impactful results. Utilize various partners and customer experiences to provide an authentic product.
Attainable:	✓
Relevant:	✓
Time-bound:	01/01/2017 - 12/31/2017

+ Add More Details

Cancel Back **Save & Close**

Appendix

Active Listening Tips: Are You a Good Listener?

Applying effective listening skills helps build rapport, understanding and trust with your Team Members. Actively listening means that you are fully concentrating on what is being said rather than just 'hearing' the speaker talk. It is important that the 'active listener' is also 'perceived' by the speaker to be listening to them. Otherwise the speaker may conclude that the listener is not interested in what they have to say. Below are some examples of active listening techniques.

TYPE OF STATEMENT	PURPOSE	GUIDELINES	EXAMPLES
ENCOURAGING	<input type="checkbox"/> To convey interest. <input type="checkbox"/> To keep the person talking.	Don't agree or disagree. Use non-committal words with positive tone of voice.	<input type="checkbox"/> I see... <input type="checkbox"/> Uh-huh... <input type="checkbox"/> That's interesting...
CLARITY	<input type="checkbox"/> To gather more information. <input type="checkbox"/> To clarify statements.	Use open-ended questions.	<input type="checkbox"/> When did this happen? <input type="checkbox"/> I'm not quite clear about that point; could you explain it a little more?
RESTATE	<input type="checkbox"/> To show that you are listening and understand the facts. <input type="checkbox"/> Ensure accurate interpretation of what you heard.	Restate the other's basic ideas, emphasizing the facts.	<input type="checkbox"/> If I understand, your idea is... <input type="checkbox"/> In other words, this is your decision... <input type="checkbox"/> So your view of the problem is...
ACKNOWLEDGE AND VALIDATE	<input type="checkbox"/> Show others that you understand, and respect their feelings.	Acknowledge the emotional state and feelings.	<input type="checkbox"/> I can understand why you might feel this way... <input type="checkbox"/> You appear to be very angry.
SUMMARIZE	<input type="checkbox"/> To recap important ideas, facts, etc. <input type="checkbox"/> To establish a basis for further discussion. <input type="checkbox"/> To review the agreed upon action plan or to review progress.	Restate, reflect and summarize major ideas and feelings.	<input type="checkbox"/> These seem to be the key ideas you have expressed... <input type="checkbox"/> If I understand correctly, you will be completing... <input type="checkbox"/> Is this an accurate summary of the cause of your anger?

Addressing Performance Barriers

People typically demonstrate performance problems for one or more of the 6 reasons below. Training is best for addressing the first reason: lack of skills or knowledge. Other causes may call for other solutions. Before deciding on a solution to a performance issue, make sure you are clear on the root cause of the problem.¹

BARRIER	ASK YOURSELF...	POSSIBLE SOLUTIONS
UNSKILLED/ NOT KNOWLEDGEABLE	Team Member lacks knowledge or skill to perform well <ul style="list-style-type: none"> ❑ Has the Team Member ever learned the job? ❑ Could the Team Member have forgotten how to do the job? ❑ Could the Team Member perform well “if their life depended on it?” ❑ Are present skills adequate to perform well? 	<ul style="list-style-type: none"> ○ Train the Team Member ○ Provide your Team Member a job aid to assist in learning ○ Have the Team Member shadow a good performer ○ Provide a mentor ○ Modify the Team Member’s job responsibilities ○ Transfer Team Member to another job
UNCLEAR	Team Member is not clear on the expectations <ul style="list-style-type: none"> ❑ Does the Team Member know what/when work is expected? ❑ Is the Team Member receiving ongoing and productive feedback? 	<ul style="list-style-type: none"> ○ Clearly communicate, in writing if needed, the task expectations ○ Ask Team Member to repeat back to you expectations ○ Provide Team Member with frequent feedback
UNABLE	Team Member is unable to perform well due to external circumstances <ul style="list-style-type: none"> ❑ Are expectations reasonable under current circumstances? ❑ Are there tradition or policy barriers? ❑ Is the Team Member dealing with too many competing demands? ❑ Are sufficient and appropriate resources available? 	<ul style="list-style-type: none"> ○ Remove environmental barriers (e.g., lack of time/ resources/equipment, etc.) ○ Perform the task yourself to ascertain if the task is doable ○ Modify “the system” or work processes ○ Reduce workload (e.g., re-assign task assignments)
UNMOTIVATED	Team Member can perform well, but is choosing not to <ul style="list-style-type: none"> ❑ Are there rewards for good performance? ❑ Are there consequences for non-performance? ❑ Are there punishing consequences for good performance (e.g., do top performers often receive additional work?) 	<ul style="list-style-type: none"> ○ Ensure appropriate incentives are in place in Canada, Europe, and Pacific ○ Provide recognition/rewards ○ Enforce consequences for non-performance ○ Remove punishing consequences for performance ○ Begin documenting performance problem ○ Take disciplinary action
UNCONFIDENT OR OVERCONFIDENT	Team Member is either overconfident or under-confident in their ability <ul style="list-style-type: none"> ❑ Are there “ego” barriers? ❑ Does the Team Member verbally express an ability to perform well, but in reality they need additional support? ❑ Does the Team Member express concern about their confidence in doing the job? 	<ul style="list-style-type: none"> ○ Provide specific, behavioral examples of problems (to reduce false confidence) ○ Take actions to improve real skill or knowledge deficiencies ○ Communicate your belief in their capabilities (“you can do it”) ○ Provide more frequent positive reinforcement ○ Find “safe” opportunities to try new skills; communicate tolerance of non-safety related mistakes as part of learning ○ Establish boundaries of responsibility to limit mistakes due to over-confidence

¹Your HR Business Partner can help you work through this process.

Biases & Personal Perceptions to Avoid

Performance evaluations should be fact-based, objective and impartial. Unfortunately, this is easier said than done. Decisions are often fraught with biases and errors. This is not because we are bad decision-makers, but because we are human. Recognizing and understanding the biases listed below can help reduce their impact on performance-related decisions we make.

BIASES	DESCRIPTION
ATTRIBUTION ERROR	Evaluation is influenced by his or her perceptions of the <u>causes</u> of the person's performance
SEVERITY	Mostly uses <u>lower</u> evaluations
CENTRAL TENDENCY	Mostly uses <u>middle</u> of the road evaluations
LENIENCY	Mostly uses <u>highest</u> evaluations
SIMILAR-TO-ME BIAS	Evaluates more people viewed as <u>more similar to him- or herself</u> more positively
COMPETITIVE EFFECT	Believes that no subordinate should receive higher praise than the manager
CONTRAST EFFECT	Influenced by previous <u>evaluations of other Team Members</u>
HALO	Evaluates an individual as outstanding (or poor) in several categories due to their being truly outstanding (or poor) <u>in only one category</u>
HIDDEN AGENDAS	People based on underlying/hidden motives (e.g., rewarding a yes-man/ woman with higher scores, personally liking one person more than another, etc.)
LENGTH OF SERVICE BIAS	Assumes that a long-tenured Team Member is performing well <u>because of years of service/experience</u>
PRIMACY EFFECT	Influenced by an <u>unique event or observation</u> , inaccurately reflecting the Team Member's overall performance
PROXIMITY ERROR	Responses to appraisal items are affected by <u>responses to other items</u> in close proximity on the performance form



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Team Member Data Support

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