**Performance Review Fundamentals**

[**1. Overview of Performance Management**](http://www.lynda.com/Business-Business-Skills-tutorials/Performance-Review-Fundamentals/149840-2.html?autoplay=true)

[Managing performance throughout the year](http://www.lynda.com/Business-Business-Skills-tutorials/Managing-performance-throughout-year/149840/162338-4.html)

The first thing to remember about managing you employee’s performance is that it is a continuous process throughout the year ,not something you only discuss during the formal employee evalution.

* Check –in goals
* Provide support and assistance
* Maintain visibility
* Help avoid surprise during evalutaions

You main goal is to facilitate progress

However, how you inquire determines whether they feel like a child being scolded or an adult contributing to a team. You could just cut to the point by stopping in unannounced and barking, hey, are you finished with that report yet? That might be efficient, but it's not likely effective. ***When I mentioned the goals for check-ins, you'll notice I didn't break out inquiring as a separate goal*.** That's because when you inquire correctly, the inquiry is only one part of your effort to help and assist your employee.

Helping them get great work done

If the employee ever surprise ,it is manager’s faluse

Checkin Tips

Talk in person

Know high and low touch employees

Next, know which one of your employees is high-touch and which is low-touch. High-touch employees need more attention to feel supported, connected and in the loop. While low-touch

The point here is to simply know what they need so you won't undercommunicate with a high-touch team member or over-communicate with a low-touch member.

employees require less personal attention

 Check-ins are vital but be sure not to oversocialize or allow employees to reverse delegate. And here's the biggest.

[**Understanding how competency models fit in**](http://www.lynda.com/Business-Business-Skills-tutorials/Understanding-how-competency-models-fit/149840/162339-4.html)

**Benefits of Competency Models**

**Summary of experience**

**Clarifies essential leader behaviors**

**Reference point for self-development**

# [2. Setting Goals with Employees](http://www.lynda.com/Business-Business-Skills-tutorials/Managing-performance-throughout-year/149840/162338-4.html?autoplay=true)

2.1 [Developing the right goals](http://www.lynda.com/Business-Business-Skills-tutorials/Developing-right-goals/149840/162341-4.html)

Goal should be

* Within the employee’s ability
* Helpful for employee ‘s development and aspirations
* Able to assist the company in achieving its goals
* Capable of supporting the team’s need

 For many organizations that means cascading goals.

Tips for goal setting

* Consider employee ‘s capability
* Consider development needs
* Identify opportunities for higher levels of responsibility
* Keep their baseline performance trend in mind
* Consider their aspirations
* Have an informal place to keep notes about your reports

2.2[Partnering for short-term and long-term success](http://www.lynda.com/Business-Business-Skills-tutorials/Partnering-short-term-long-term-success/149840/162342-4.html)

In most organizations, slowly but surely over the last 30 years, there's been a shift away from dictating goals and towards partnering and collaborating to create goals across levels of the organization

Factors Driving shift in approach to goals

Sense of equality within leadership structures

[**3. Gathering Feedback on Performance**](http://www.lynda.com/Business-Business-Skills-tutorials/Partnering-short-term-long-term-success/149840/162342-4.html)

3.1[Observing performance trends over time](http://www.lynda.com/Business-Business-Skills-tutorials/Observing-performance-trends-over-time/149840/162345-4.html)

The number one reason performance reviews are often so difficult for managers, is because they think of the review as a one-time event.

The most successful managers continuously monitor each team member

**In contrast the most In contrast, the most successful managers are pro-active and find their own way to continuously monitor each team member**

* **Poor memory**
* **Primacy and recency effects**
* **Start using a performance diary**

Don't allow memory, or liking issues to cloud your judgement. Whether its affirmative feedback, or difficult feedback, your employee deserves to be evaluated based on the work they've done.

3.2 [Sources of employee performance ratings](http://www.lynda.com/Business-Business-Skills-tutorials/Sources-employee-performance-ratings/149840/162346-4.html)

Ensure your measures are

* Reliable Consistent predictors
* Valid: Accurate
* Relevant: What was related to job performance
* Traits

Personality

Attidues

* Behaviors
* Things people say and do

Feedback

Results to achieved or not achieved

The traits an behaviors you want to measure will be driven

by you goal settings and you competency model

* Source of Data
* Company data
* Employee self –ratings
* Manager’s rating
* Client or customer rating

360 evaluations

**You'll be building an evaluation system, that measures performance correctly and motivates your employees.**

3.3[Providing effective 360 reviews](http://www.lynda.com/Business-Business-Skills-tutorials/Providing-effective-360-reviews/149840/162347-4.html)

Today, 360 Evaluations are very common. These tools, also called multi rater or multi sourcefeedback, were originally about employee development, not performance evaluations. The idea was to triangulate the truth about an employee by using more than simply their boss as a feedback source

* 360 Evaluation User
* Employee development
* Performance appaisals
* Compensation decisions
* Organizational development

Problems with 360 Evaluations

Validity and reliability

* Sample size
* Expertise
* Focus on weaknesses

3.4[Data collection tools and methods](http://www.lynda.com/Business-Business-Skills-tutorials/Data-collection-tools-methods/149840/162348-4.html)

There is no perfect measure,

3.5Understanding rankings and comparisons

Managers have to make a lot of decisions, such as who gets a raise or promotion, or who wins a particular award. To make these types of decisions, they often employ some form of ranking or comparison. When used correctly, these approaches can also be used for developmental purposes within the employee review process, because they allow employees to know where they stand in comparison to their peers.

 you're comparing them against each other, to make a judgment about who's the best

|  |  |  |
| --- | --- | --- |
| A Players | B Players | C Player |
| Best employees | Adequate and capable employee | Underperformances |
| 30% | 60% | 10% |

Problems with forced distribution ranking

* Public embarrassment
* Incentivize high performers
* Difficult to compare across organization

And most importantly, you don't use these categories for harsh rank and yank policies. You do use them to identify people who need attention in different ways.

Your goal is to use good data that helps people, instead of hurts people.

3.6 [Meeting serious developmental needs](http://www.lynda.com/Business-Business-Skills-tutorials/Meeting-serious-developmental-needs/149840/162351-4.html)

**Addressing poor performace**

* Clear feedback
* Performance improvement plan
* Change duites

You job is to focus on the outcome more than the process .

You focus on the what strive then to focus on how, you can make this happens to follow this three steps

1. Clarify instructions and expectations up front

The assign task from beginning the less from micromanagement

Be sure to ask the questions they clearly understand the question