

TRAINING & DEVELOPMENT PROGRAMME

Knowledge Network

Webinar Series

Managing for Maximum Performance

Wednesday, 17 February 2021 | 8.30 am to 9.15 am



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Managing for Maximum Performance

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NETFLIX

Why manage performance?

- Ultimately, benefits all of us
 - Employees: how am I doing?
 - Managers and leaders: guidance and motivation
 - Organisation: more engagement with employees



Why don't we have performance conversations?



Difficult performance conversations

What is the most stress inducing part of being a leader?

27% - having a difficult conversation

97% - stress

94% - self esteem

92% - upset

80% - part of their job

Difficult performance conversations

‘If we try to avoid the problem, we’ll feel taken advantage of, our feelings will fester....and we’ll rob the other person of the opportunity to improve things. But if we confront the problem, we may be rejected or attacked, we might hurt the other person in ways we didn’t intend, and the relationship might suffer.’

If we avoid performance conversations

- *'In the absence of data, we will always make up stories'*
 - ✓ *I'm obviously doing a good job*
 - ✓ *Why am I bothering?*
- *If I'm not creating trouble, I'm fine*
- *My manager doesn't think I can take feedback*
- *My manager doesn't think I can change*
- *I have a bad manager*

The Assumptions Employees Make When They Don't Get Feedback

by Deborah Grayson Riegel

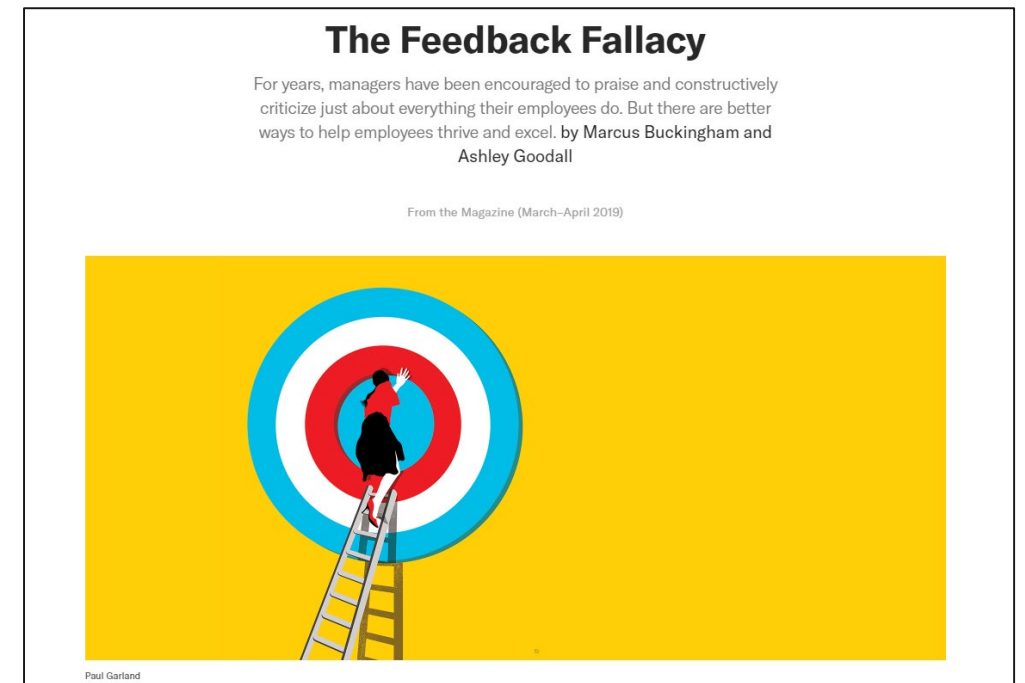
June 24, 2019



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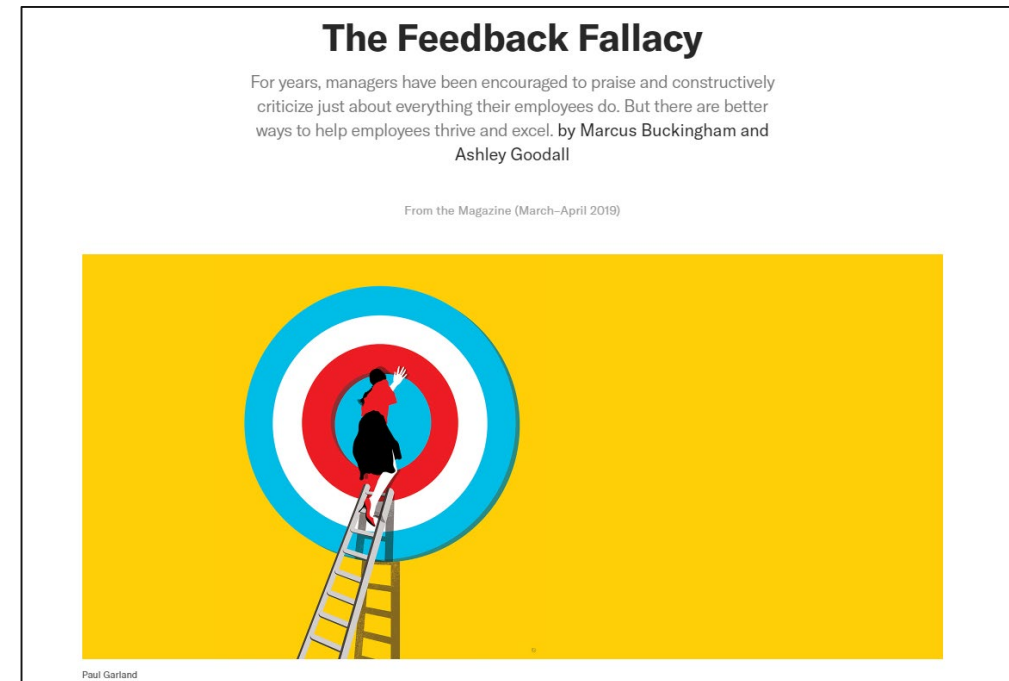
What does good feedback look like?

- Much of what's written assumes feedback is useful
- We want people to excel
- How we do it is problematic



What does good feedback look like?

- 3 assumptions
 - ✓ Other people are more aware of our weaknesses than we are
 - ✓ Feedback is like filling an empty container
 - ✓ Excellence is universal, describable, transferable



What does good feedback look like?

- Issues
 - ✓ People are unreliable raters of other people
 - ✓ We learn more when strengths are reinforced
 - ✓ Excellence is individual



What does good feedback look like?

What Good Feedback Really Looks Like

by Craig Chappelow and Cindy McCauley

May 13, 2019



Tim Robbets/Getty Images

- Centre for Creative Leadership
- Feedback essential for performance
- Harsh feedback does not help people thrive and excel
- Positive feedback is critical for learning
- Telling someone how to fix a problem is often the wrong approach
- People are valuable assessors of others
- Feedback about weaknesses can help learning
- People should not just focus on their strengths
- Getting better at the things you are not good at where relevant

What does good feedback look like?

- Frequent
- Deliberate
- Timely
- Specific
- Behaviour focussed
- Outcome focussed
- SBI model
- Use precise, specific language
- Location
- Dialogue

SBI model

- “John, last week I asked you to complete a report on transaction x (situation).
- It was a really strong report, very well structured, with a strong executive summary which highlighted some of the issues encountered on the transaction (behaviour).
- I think it will have given people an accessible and digestible account of the transaction (impact).
- Well done.

SBI model

- “John, last week I asked you to complete a report on transaction x (situation).
- There were several mistakes in the first three pages of the report you drafted that you didn’t notice (behaviour).
- Even minor errors can leave doubts in the reader’s mind as to the accuracy of the content overall (impact).
- From now on I need you to proof your written work so that these mistakes are corrected before the report is handed up to me.”

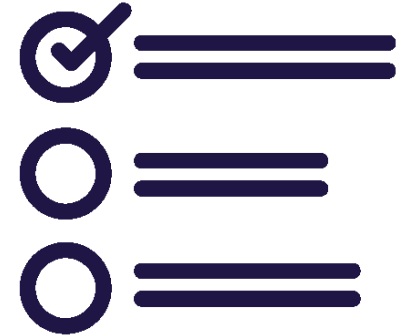
Negative feedback

- The Feedback Sandwich
- Sugarcoating feedback
 - ✓ Intentional
 - ✓ Unintentional
- Illusion of transparency



Negative feedback

- Why people don't do the things they are supposed to do?
 - Clear targets
 - Clear expectations
- Consider its value and potential implications
- Behaviour a person can change
- Mindset
- Talk it through with a trusted colleague
- Frame it in a positive way
- This is not about you
- SBI model – factual
- Take a break if needed
- **Recognise and acknowledge improvements**



Upward feedback

- Ask yourself
 - ✓ Mountain out of a molehill?
 - ✓ Do costs > benefits?
 - ✓ Agenda > relationship
- Put time in the diary
- Be clear on the purpose of conversation
- Talk it out with someone
- Use SBI method
- Thank you!

The Right Way to Give Negative Feedback to Your Manager

by Tijs Besieux

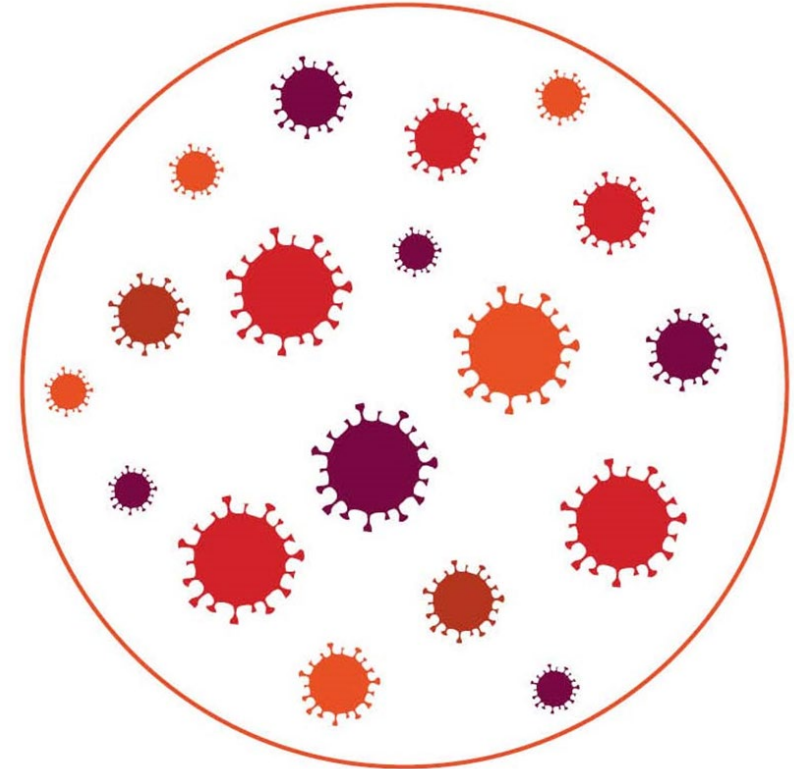
December 03, 2020



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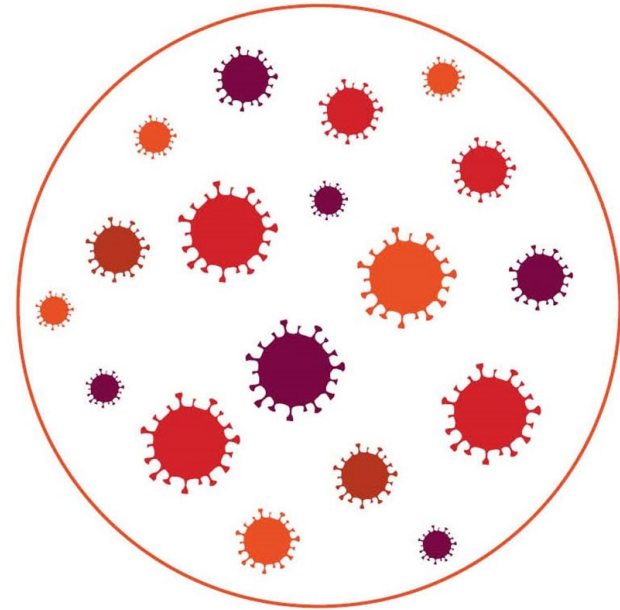
Managing performance in a remote world

- Out of sight, out of mind
- Increased bias
 - Crisis
 - Ambiguity
 - The 'ideal worker' norm
- Reflect on the purpose
- Focus on outputs
- What are you evaluating – pre pandemic goals
- Compassion/empathy
- Set the tone
- Be effusive with strong performers
- Go easy on poor performers



Negative feedback in a remote world

- Negativity bias increases
- Setting the context more difficult
- Ask open questions – an ‘unaware underperformer’
- Appreciation before criticism
- State your good intentions
- Clarify and contrast
 - “What I *am* saying is that I’m concerned you don’t have the bandwidth right now. What I *am not* saying is that you lack the ability. I know this would be easy for you under other circumstances.”
- Key takeaways



Questions?

