

Connecting with your People

Many of our clients are coming up to end of year reviews and this has started us thinking about how to enhance the effectiveness of the annual performance review.

The 2014 US Gallup poll showed that only 30% people are truly engaged in their work. It would appear that the existing process of annual performance review is doing little to motivate people and enhance engagement.

Deloitte's Consultancy (HBR April 2015 - Reinventing Performance Management, Marcus Buckingham and Ashley Goodall) recently found that 58% of executives they surveyed believed that their current performance management approach drives neither employee engagement nor high performance. Once a year goals were considered to be too static for a real time world and conversations about year end ratings are generally less valuable than conversations conducted in the moment about actual performance. Deloitte reviewed the fact that it took up 2 million hours per year to create and collate the data needed to review their 65,000 people and decided it needed a radical overhaul.

This raises a few questions for all of us:

- What is the purpose of your performance review process? How well is it working?
- What could you do differently to enhance the process?

If we consider the main objectives are to recognize great performance, identify further development needs and drive engagement which leads to higher performance, it is highly unlikely that a once or twice a year performance review meeting with all the documentation and processing will achieve this unless managers also know how to hold great conversations.

So what is the answer?

Dan Pink talks about the fact that the millennial generation are driven by three key factors: purpose, mastery and progress.

1. Individuals want to know what is expected of them
2. Individuals want the opportunity to become good at what they do
3. Individuals want to be recognised for the progress they make.

He talks about the fact that the traditional performance review process is not fit for the 21st century and managers need to check in with their people more frequently, less formally and with more interest in their progress.

Watch his u tube clip to hear more on this:

<https://www.youtube.com/watch?v=wNqOJnA5Ysw>

Simply we believe that the skills of the manager to hold frequent powerful conversations is more important than smart documentation and a sophisticated process that can take many hours or weeks to complete.

What does this look like in practice?

- a. Giving honest feedback on what you see happening and what you observe
- b. Adult conversations where you treat each other as equals with respect
- c. Honest challenge and ability to disagree without it becoming personal
- d. Being prepared to take feedback as well as give it out
- e. Keeping your conversations clear, concise and future focussed.
- f. Listen more - think about the percentage of how much you are listening v talking in the progress meetings

In our work with a wide number of organisations, we have found that different approaches work for different cultures and we develop different performance management solutions from the very simple to the more complex. More importantly, we develop the skills that managers need to hold powerful conversations, give and receive feedback and be able to engage and inspire their people to perform at their best.

Written by Rosemary Ryan,
Director of Represent Ltd

www.represent.co.uk