Employee Performance Management
10 Common Mistakes

Presented by PerformancePAM Talent Management
April 27, 2011
Where We’re Headed

- Understand some of the most common mistakes managers make evaluating employee performance
- How to manage the performance management process more effectively
- Examine performance management best practices
Most Common Mistakes
# Most Common Mistakes

- **#1:** Thinking Performance Management = Performance Review/Appraisal/Evaluation
  - Process NOT an event
  - Performance/Person NOT the form/meeting

**Tips**
- Schedule time for PM discussions throughout the year
- Note performance and discussion info for end of year appraisal
#2: Appraisals are about fault-finding, mistakes and blame

- About performance improvement
- About the past AND the future

Tips
- Give feedback on both strengths AND weaknesses RELATIVE to the job
- Learn from mistakes
Most Common Mistakes

- #3: Thinking it’s OK to stop, cancel, or postpone performance appraisals
  - Process focused on the person and their performance (not pay)
  - Process is important for person AND for company

Tips
- Continue performance appraisals even when pay is not an issue
- Make performance appraisals a priority
Most Common PM Mistakes

#4: Surprising employees during an appraisal

- If an employee is surprised during an appraisal, YOU are the one that messed up

Tips
- Provide performance feedback on a regular basis
- Discuss/learn from “surprises”
Most Common PM Mistakes

#5: Being unaware of rating/evaluation errors
- Similar to me
- Positive or negative leniency
- Stereotyping
- Comparison
- Halo effect
Most Common PM Mistakes

- #6: Measuring or evaluating the trivial
  - What gets measured, gets done
  - Less important things are often the easiest to measure (e.g., customer service)

- Tips
  - Identify most important tasks for each job
  - Create MEANINGFUL measures of those jobs
    - Quality
    - Quantity
    - Cost
    - Time
Most Common PM Mistakes

#7: Being critical without being constructive

- Focus on performance improvement
- Feedback affects morale/attitude

Tips
- Give feedback on strengths and weaknesses
- Ask for employee’s feedback
- Give feedback on what needs to be done differently moving forward
Most Common PM Mistakes

#8: Believing he/she is able to accurately assess their direct reports

- Can’t monitor staff consistently
- Can’t see staff do their job and/or results of the job on an ongoing basis

Tips

- PM is partnership between employee and manager
- Ask for feedback from employee
- Ask for feedback from others and include in PM discussion
Most Common PM Mistakes

#9: Talking not listening

- Focus is not on what YOU have to say

Tips

- Focus on performance improvement and employee
- Set expectations at time of hire AND throughout the year
- Is a partnership, ask for feedback
Most Common PM Mistakes

#10: Thinking all employees should be assessed in exactly the same way
  - People are different
  - Jobs are different
  - Tips
    - Use the “platinum rule” – Treat others as you want to be treated
    - Assess/evaluate based on job requirements
PM Best Practices

- Done daily
- Link EE’s performance to organization goals
- See PM, training, development, and career path critical to organization’s success
- Reward/recognize TRULY strong performance
- Are honest, fair, and caring to EEs
PM Best Practices

- Know that development/training is essential to EE retention
- Follow PM policies and guidelines
- Use same PM process for all EEs
- Develop goals/standards based on job
- Focus on behavior NOT personalities
Key Points

1. Performance appraisals are only ONE part of effective performance management – commit to doing both well
2. Performance management (and appraisals) is about performance improvement
3. Performance management is an ongoing process
Thank you!

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