

MASTERING THE PERFORMANCE REVIEW CONVERSATION



AVAILABLE VIA
E-WORKSHOP

PRESENTED BY
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LEARN ANYTIME AND ANYWHERE!



SAVE
COST



SAVE
TIME



STAY
SAFE



STAY
AHEAD

INTRODUCTION

The purpose of year end performance review conversation is to gather and analyze information on which to base:

- **Recognition of efforts and achievements**
- **Expectations of future performance**
- **Identification of development needs**

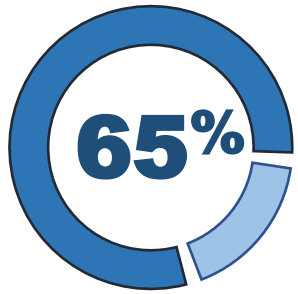
- **Guidance on career growth options**
- **Reevaluation of job functions**

In an ideal world, all performance review conversations would positively impact the performance, motivation and commitment of the employee and create perfect alignment between the staffs' efforts and the needs of the organization.

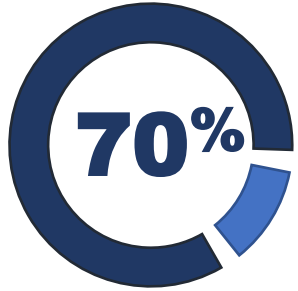
However, these performance review conversations have the potential to create completely the opposite outcome, with the employee demoralized, angry and determined from that point forward to do the minimum of work to get by without getting negatively impacted.

For example a survey conducted by a major HR consulting firm showed the following perceptions from the staff:

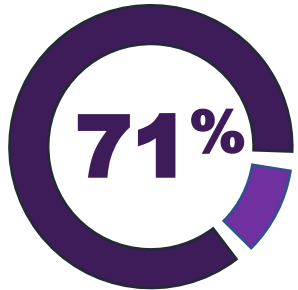




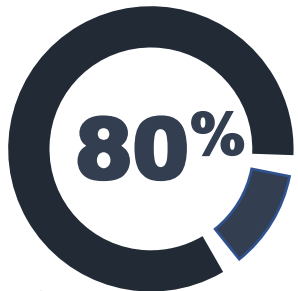
- say the most important action needed concerns ways to coach and improve performance



- say managers do not provide clear goals and directions
- say performance expectations are not clearly defined
- have never had meaningful performance discussion with their manager
- want more recognition (non monetary) of their efforts

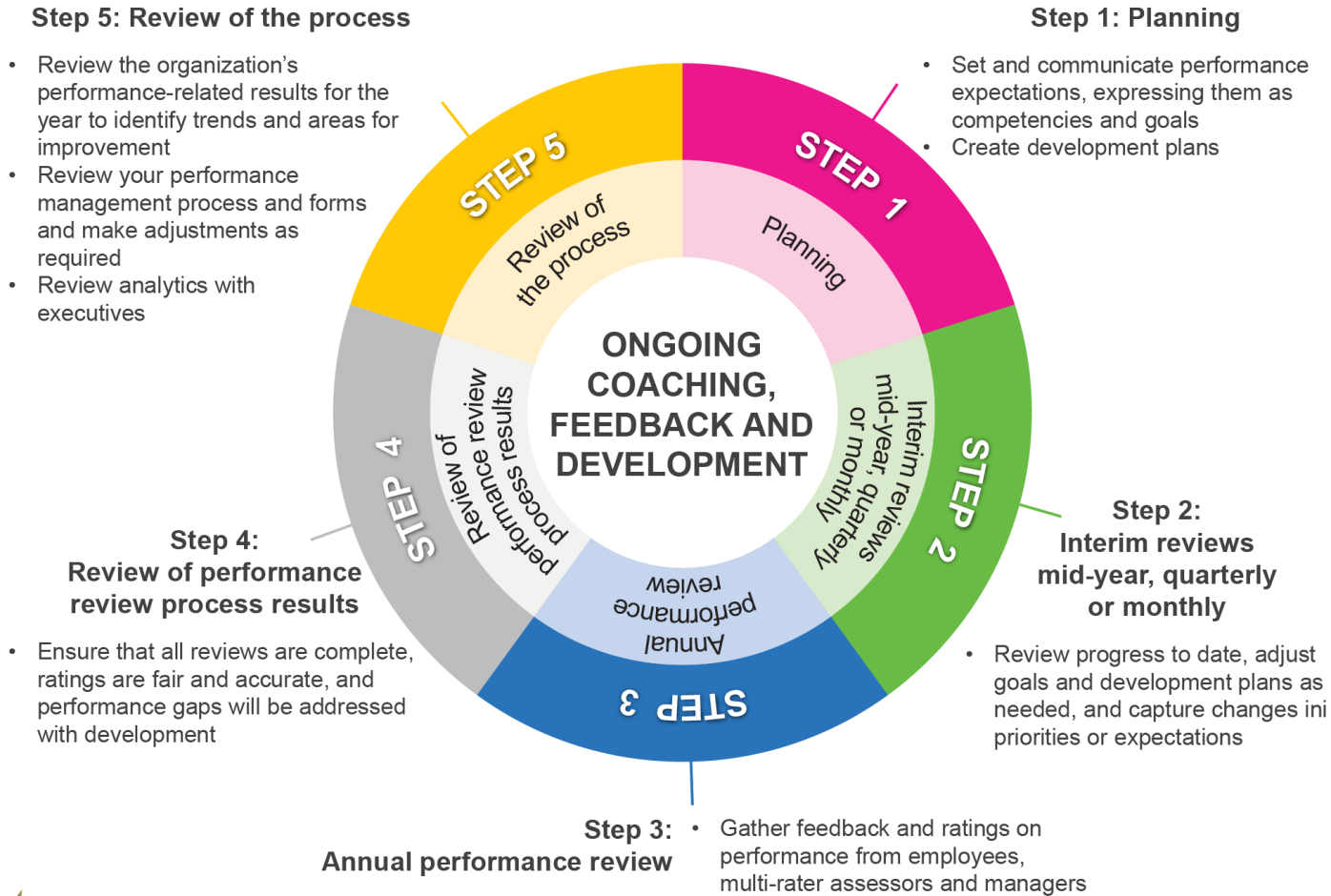


- of professionals believe their company's system for evaluating performance is not fair



- say their supervisor does not follow up on the review
- do not see a relationship between good work and rewards/recognition

PERFORMANCE FEEDBACK & REVIEW AS CYCLES OF LEARNING



Managers must focus on the fact that each performance review and feedback process is primarily focused on building a positive cycle of learning and continuous performance improvement for the next quarter's performance requirements.

CONFIDENT MANAGERS can differentiate between aggressive and assertive behaviors when conducting performance conversations –

- 1) avoiding excessive negative and harsh criticisms on performance gaps, and
- 2) channel the energy towards development of **competencies (skills, knowledge, behaviors) based approach** to move towards enhanced performance

Managers must avoid being defensive about their review decisions nor do they have to be autocratic in delivering performance judgment calls.

Become more confident in performance coaching techniques as opposed to being out into a defensive mode or an overly aggressive prosecutor mode

PROSECUTOR?

**EVALUATOR /
COACH?**

DEFENDER?





START IT RIGHT



DO IT RIGHT



FINISH IT RIGHT

**Performance Management Is About
Performance Management!**

Everything Else Is Secondary!

All too often the year end performance conversation seems more intent on reviewing the past as opposed to using to propel future performance requirements. The performance of the year in passing provides the starting point for baselining and setting the momentum for the coming year.

Hence discussions are to be totally **FUTURE-CENTRIC.**

LEARNING OBJECTIVES

At the end of this program, participants are expected to:

- Understand the performance management and appraisal process as **integrated 4 step process:**
 - 1) Performance Planning
 - 2) Coaching & Counseling
 - 3) Interim Reviews
 - 4) Final Performance Appraisal
- Become more **self-confident in performance coaching techniques** as opposed to being out into a

defensive mode or an overly aggressive prosecutor mode

- Appreciate how a well planned and articulated Performance Objective Setting at the beginning helps make a relatively easy or a difficult year end summary review i.e. they need to **SET SMART Goals** and its impact to subsequent productive and constructive performance evaluation

- Develop skills for using an accountability based dialogue process by applying the **5 steps of the “Interaction Framework for Performance Collaboration”**
 1. Define appraisal objectives
 2. Alignment on KPI actuals
 3. Understand performance gaps
 4. Agree on development plans
 5. Close and refresh. Develop, Agree, Close.

** see below graphic of the interactive framework model

- Use **behaviorally anchored observations** to convey fair and objective feedback as the basis for providing valid feedback (both positive and negative). This will require the application of a **STAR (Situation, Task, Action, Results)** format to constructive performance evaluation.

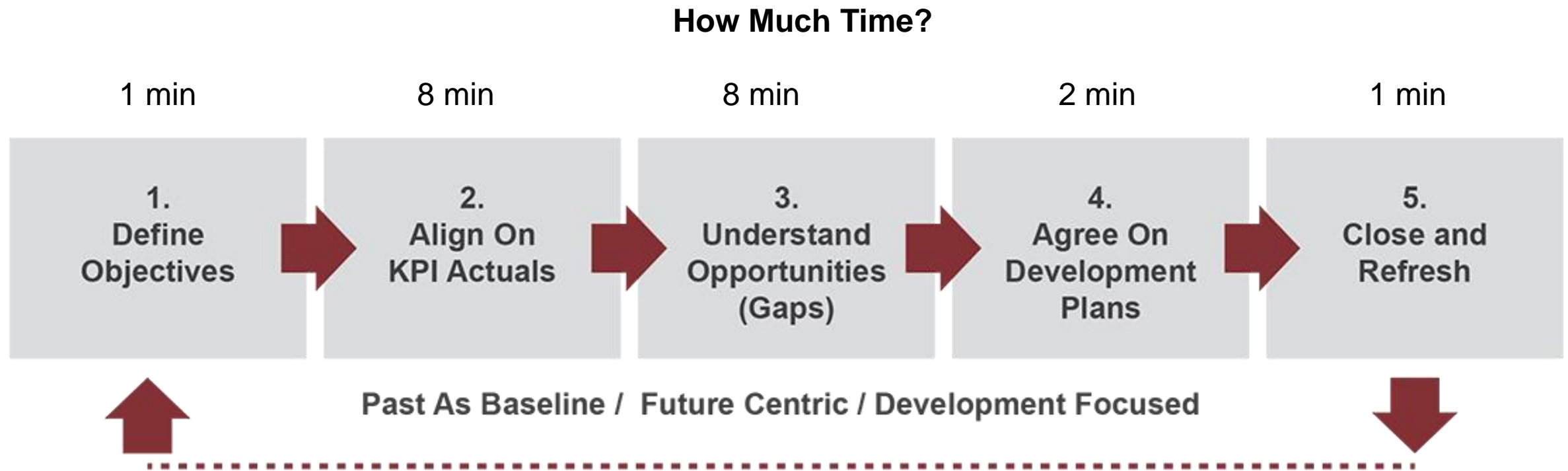


- Provide affirmation where exemplary performance are **praised and recognized using the SBIE (Situation, Behavior, Impact, Emotion)** so that employee clearly understands the specifics of their high performance and hence excellence may be repeatable
- Determine the optimum amount of time needed for a constructive and positive conversation with the employee



5 Steps Performance Conversation / 4 Focused Priorities

“Interaction Framework for Performance Collaboration”



WHAT IS THE PRIORITY PURPOSE

2x2

1. WHAT ACHIEVED

- Actual Vs Target
- Impact

1. DEVELOPMENT

- CAPABILITY Gaps
- Why Before What

2. HOW ACHIEVED

- Expected Efforts
- Discretionary Effort

2. FUTURE CENTRIC

- Next year
- Longer Term Sustainability



PROGRAM OUTLINE

Module 1

1. Introduction on Performance Appraisal

- Traditional Approaches vs New Approaches
- Manager's Role & Benefits for Managers
- Use of Comparator's Standards (Ranking vs Forced Rating)

2. Setting The Right Expectations is Critical

- Understanding the Tripartite Priority Conflicts
- Feedback vs Feedforward
- IDP Focused
- KPIs – Start it Right, Do IT Right, Finish It Right



- **SET SMART** Goals Facilitates Easy Year End Reviews & Expectations.
- Eliminate Surprises & The Use of The Quarterly Interim Review Process.
- Moving from Quarterly Discussions to Real Time Feedback (Agile Performance Management)

3. Understanding The “Interaction Framework For Performance Feedback & Dialogue

- Critical Tone Setting – Past as Baseline – Future Centric – Development Focused
- Step 1. Define Objectives – Dos and Don’ts
- Step 2. Align On KPI Actuals – Dos and Don’ts
- Step 3. Understand Gaps – Dos and Don’ts
- Step 4. Agree on Development Plans – Dos and Don’ts



- Step 5. Close and Refresh – Dos and Don'ts
- Managing the Process – Agenda & Time Allocation

Module 2

4. Effective Evaluation & Feedback Dialogue

- Manager's In-Going Communication Style (Assertive vs Aggressive)
- Feedback Imperatives – Use of SBIE (Situation, Behavior, Impact, Emotions)
- Follow Through With Constructive Development Discussions:
 - ✓ **If Positive** - Using SOAR (Strengths, Opportunities, Aspirations, Results)
 - ✓ **If Negative** - Using GEEAR (Gaps, Expectations, Actions, Accountability, Results)
- What Makes the Feedback Conversation Difficult
- Use of Critical Incidents (STAR) to Give Positive and Negative Feedback



5. Closing With Impact

- Use of the STAR+C Model
- The Complexity & Step Up Wheel (Behaviors)
- Measuring ACTS (Acceleration, Change, Transformation, Stops)

6. Performance Coaching Alongside Performance Reviews

- Differentiating Between Disciplinary Improvement Conversations and Positive Oriented Individual Development Planning (IDP)
- 26 Development Alternatives & Approaches
- Career Coaching – Motivation, Positioning, Communicating
- Differentiating Performance Development Discussions With Career Coaching

WORKSHOP ACTIVITIES

1. Live Role Plays
2. Video Case Reviews
3. Group Brainstorming & Discussions
4. Kahoot Play
5. Lectures
6. Vision & Dream Building Games

- Zoom Based Virtual Workshops
- 2 Modules – Each Module will have 2 sessions x 3.5 hours/ session of on-line interactive (Total 4 sessions of 14 hours workshops)
- The workshop can be customized for in-house audience if companies prefer to have in house sessions (minimum 12, maximum 24 participants)

PROGRAM DATES

Intake #1

Nov 16th ,17th , 23rd , & 24th 2020

930am to 1300pm (Malaysia/ Philippines)

900am to 1230pm (Thailand/ Vietnam)

GMT +8 (SG/KL)

Intake #2

Dec 14th to 17th 2020

930am to 1300pm (Malaysia/ Philippines)

900am to 1230pm (Thailand/ Vietnam)

GMT +8 (SG/KL)



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