



**JOIN THE**  
**REBELLION**

**TALENT MANAGEMENT**  
★ **THAT WORKS** ★

**Episode II:**  
**Performance Management that Works**

Discussion

In Closing...

Now, Create Something That Works

Destroy the Review

What About Pay for Performance?

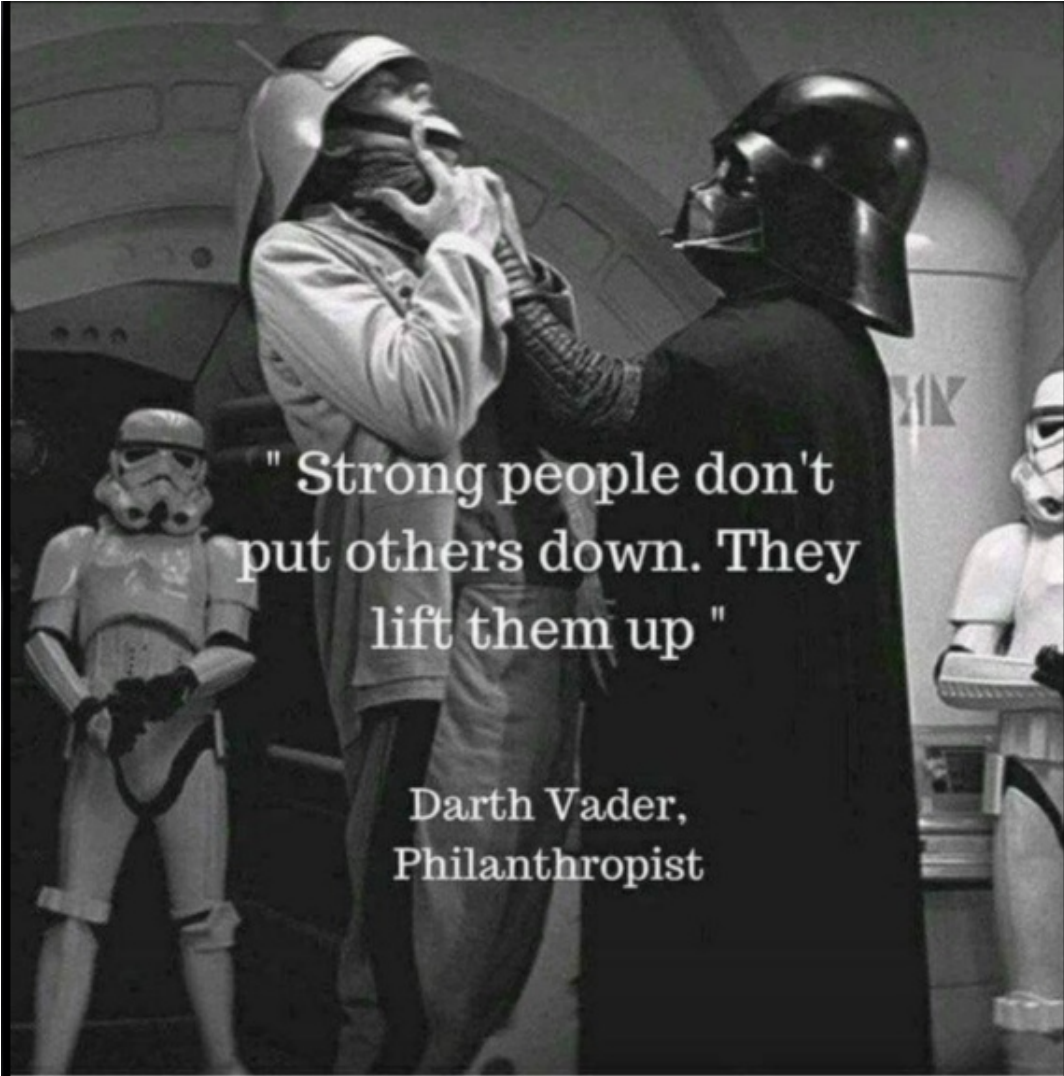
Why?

**ALERA**  
**CONNECT HR**  
POWERED BY THE WILSON AGENCY

Alaska SHRM State Council  
November 2019 Webinar

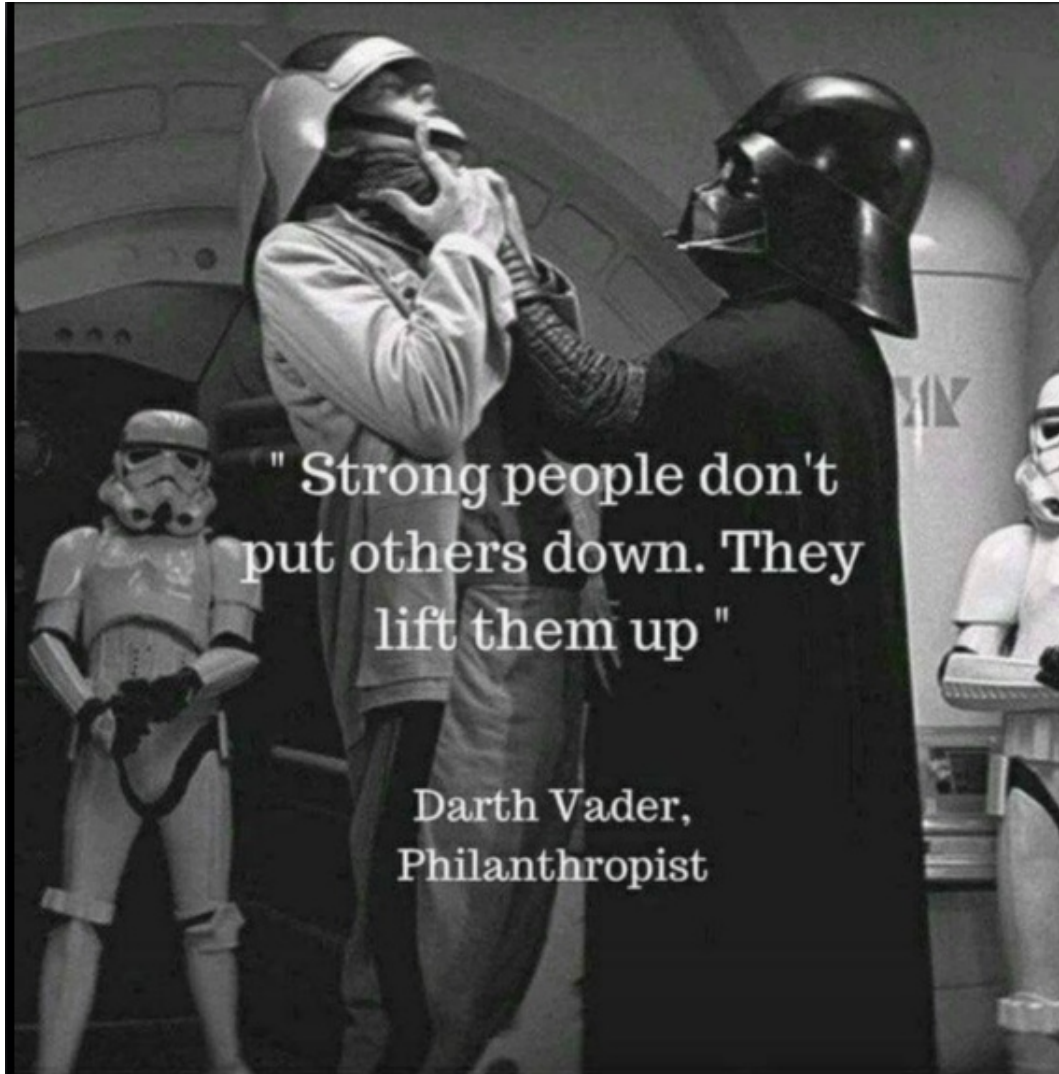
# Performance Management: Why Do We Do It?

Why?



" Strong people don't  
put others down. They  
lift them up "

Darth Vader,  
Philanthropist

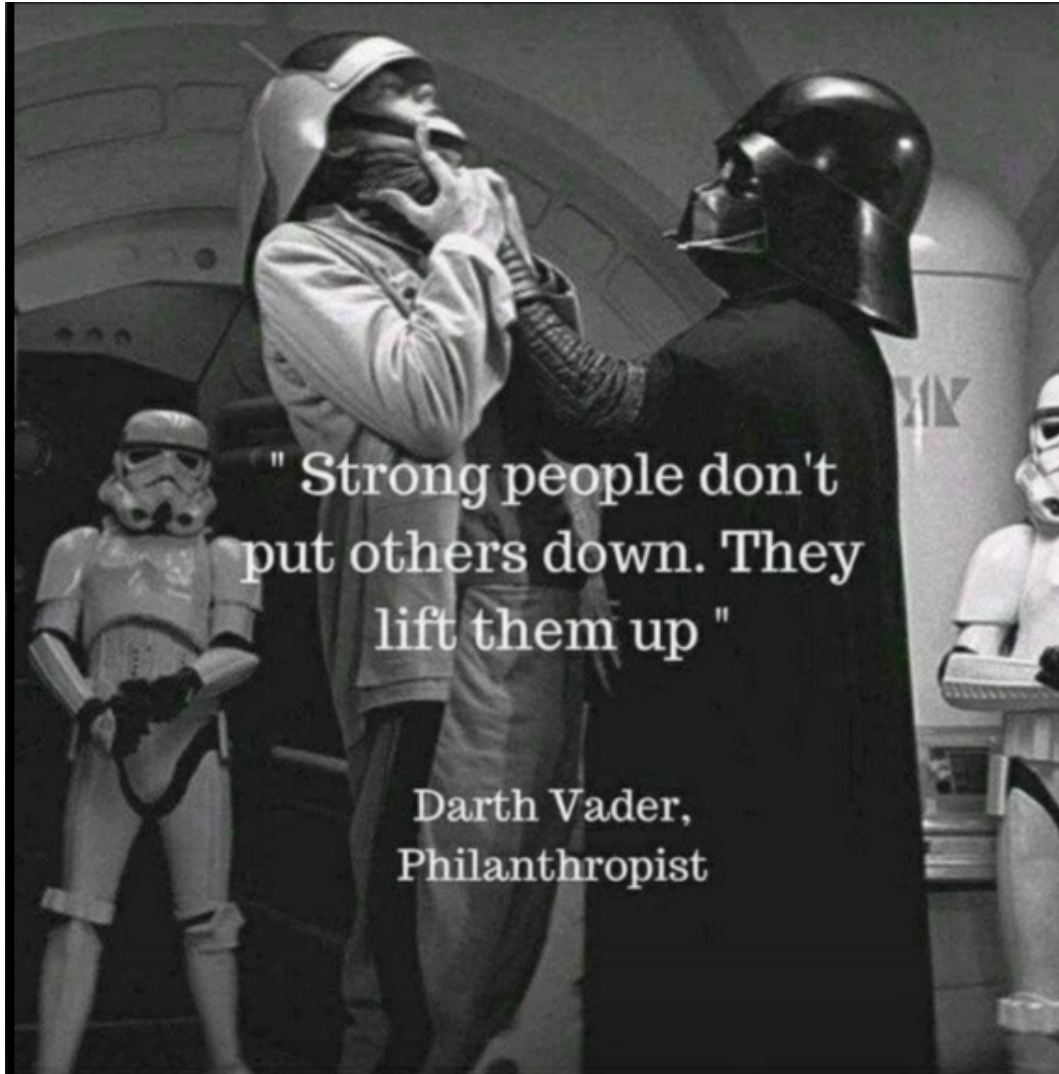


" Strong people don't  
put others down. They  
lift them up "

Darth Vader,  
Philanthropist

**Why?**

HR Makes Us

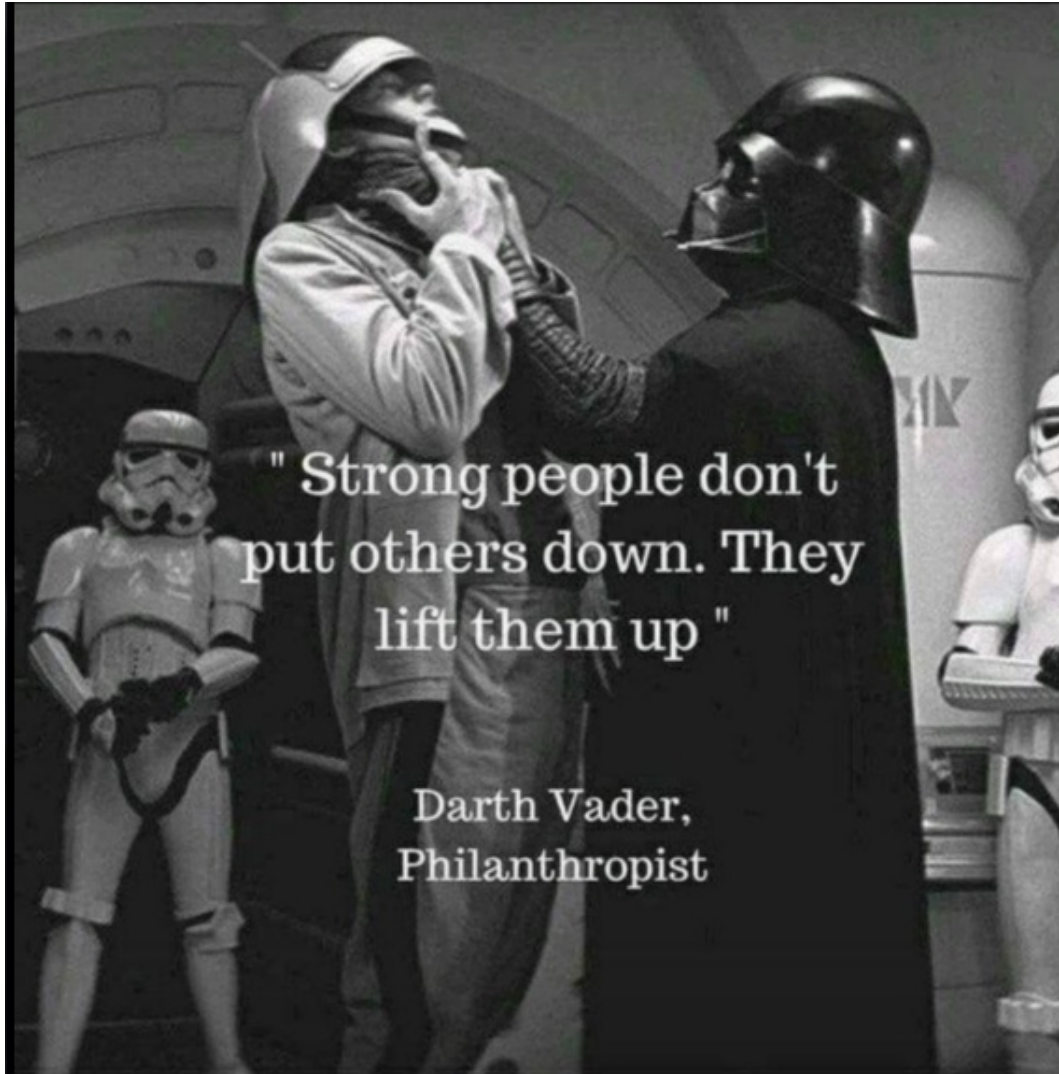


" Strong people don't  
put others down. They  
lift them up "

Darth Vader,  
Philanthropist

## Why?

HR Makes Us  
We Always Have

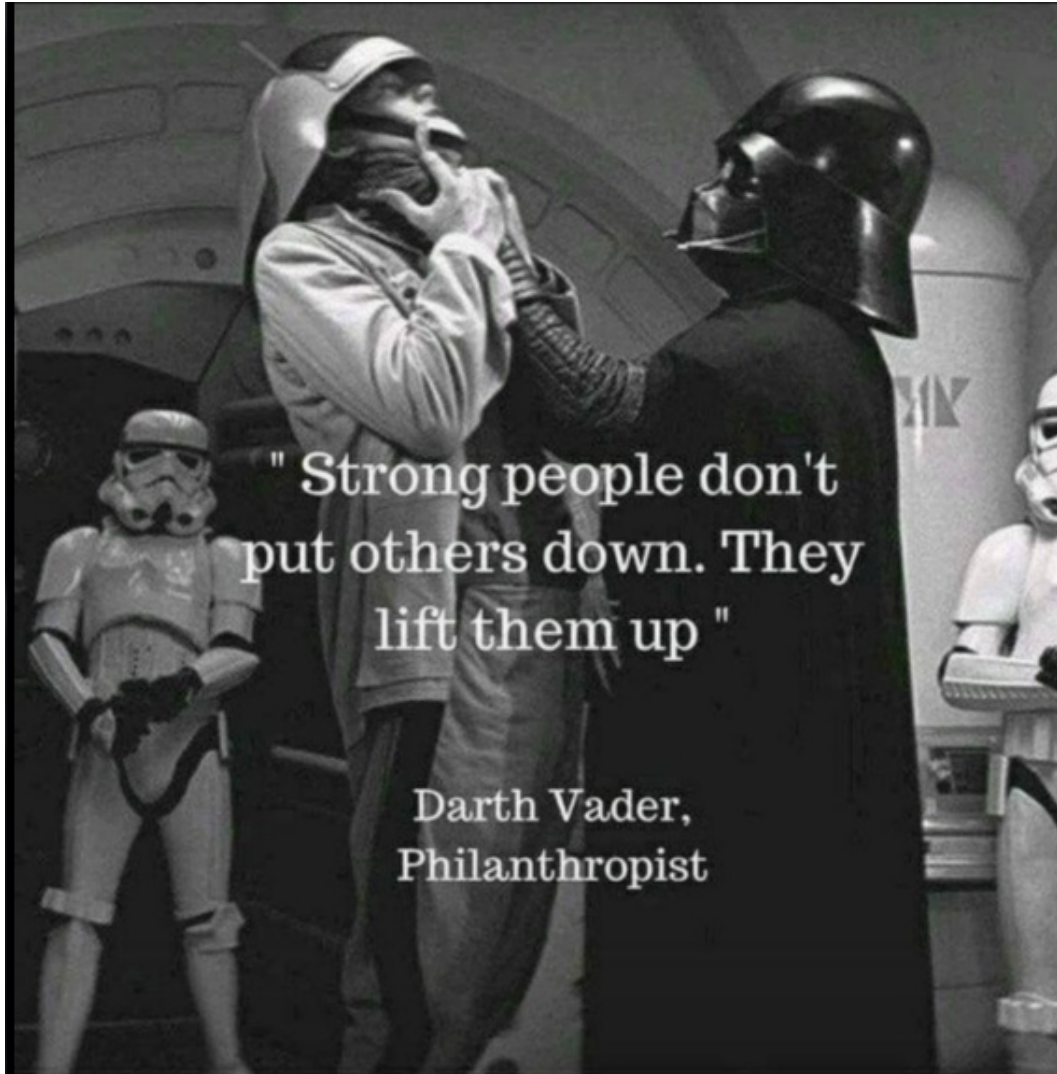


" Strong people don't  
put others down. They  
lift them up "

Darth Vader,  
Philanthropist

## Why?

HR Makes Us  
We Always Have  
It's Good Practice



" Strong people don't  
put others down. They  
lift them up "

Darth Vader,  
Philanthropist

## Why?

HR Makes Us

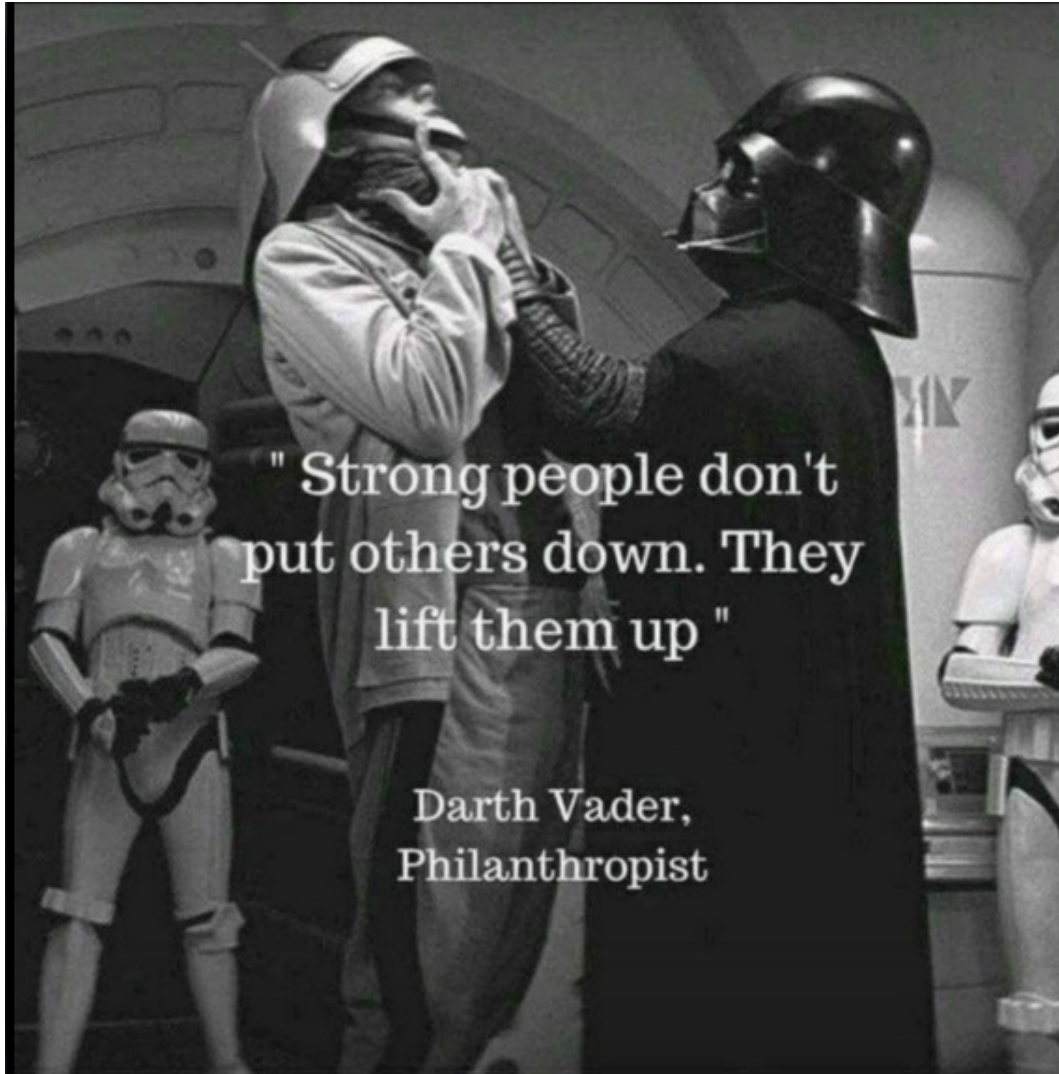
We Always Have

It's Good Practice

Top

Identify On Par Performers

Sub Par



" Strong people don't  
put others down. They  
lift them up "

Darth Vader,  
Philanthropist

## Why?

HR Makes Us

We Always Have

It's Good Practice

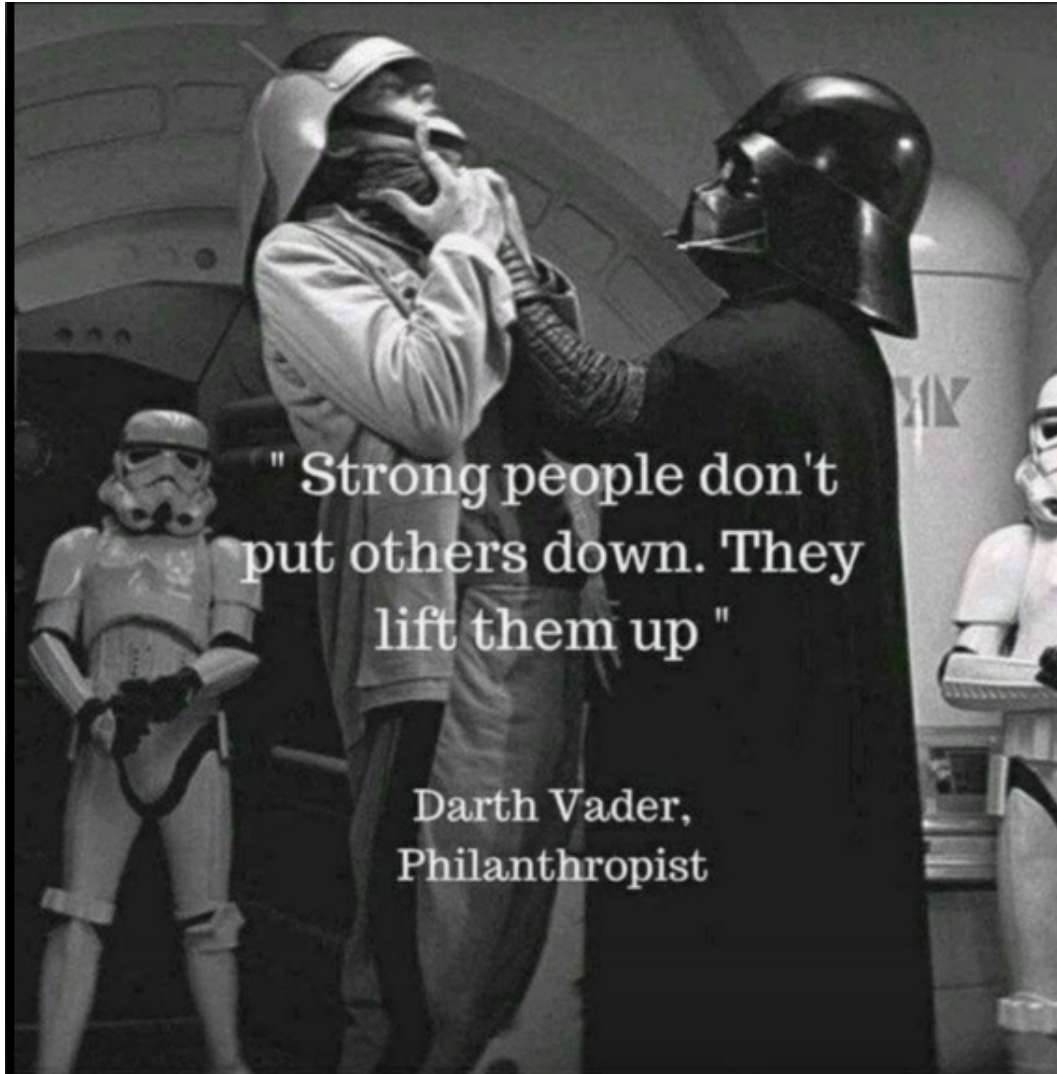
Top

Identify On Par Performers

Sub Par

Measure Performance for Pay





" Strong people don't  
put others down. They  
lift them up "

Darth Vader,  
Philanthropist

## Why?

HR Makes Us

We Always Have

It's Good Practice

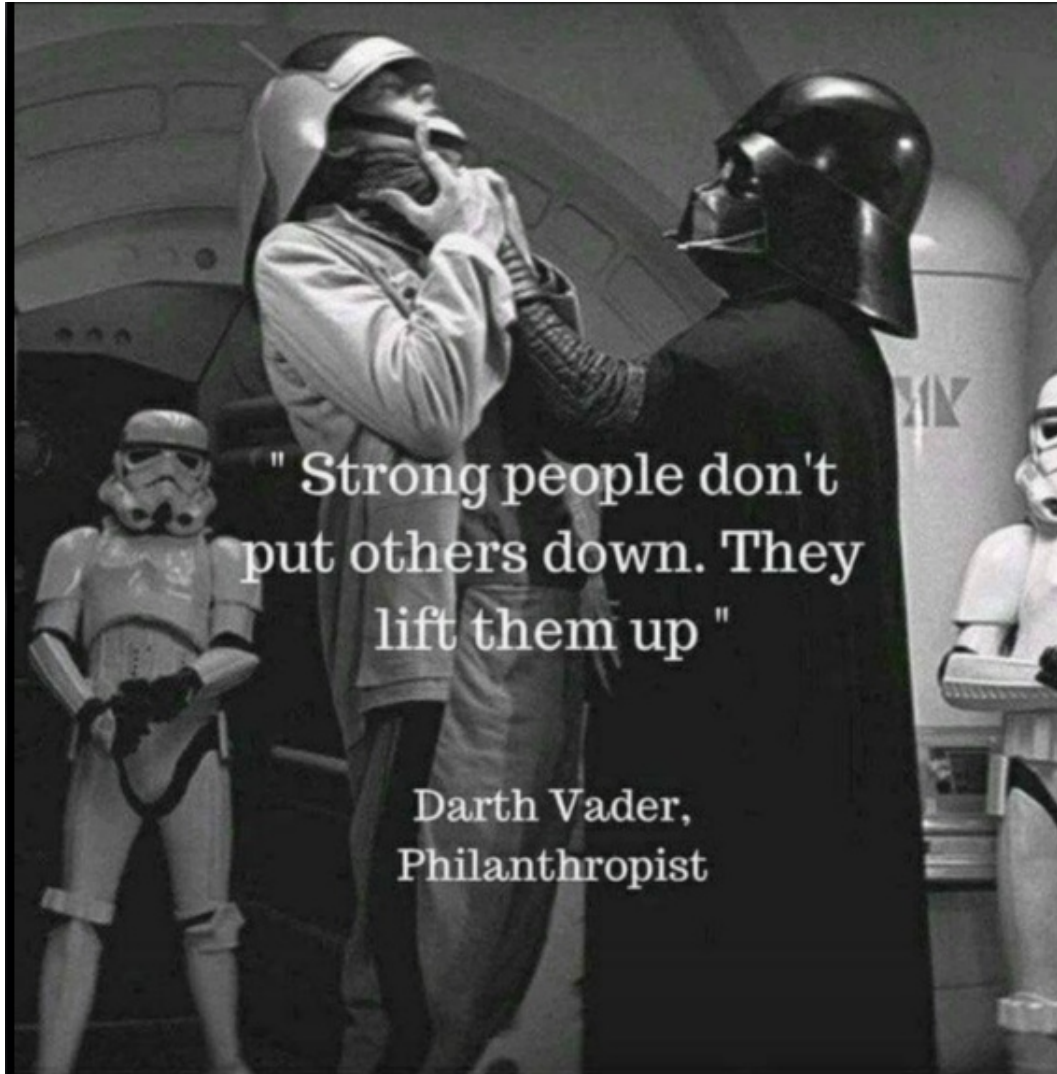
Top

Identify On Par Performers

Sub Par

Measure Performance for Pay

Help Employees Perform at Their Best



" Strong people don't  
put others down. They  
lift them up "

Darth Vader,  
Philanthropist

## Why?

HR Makes Us

We Always Have

It's Good Practice

Top

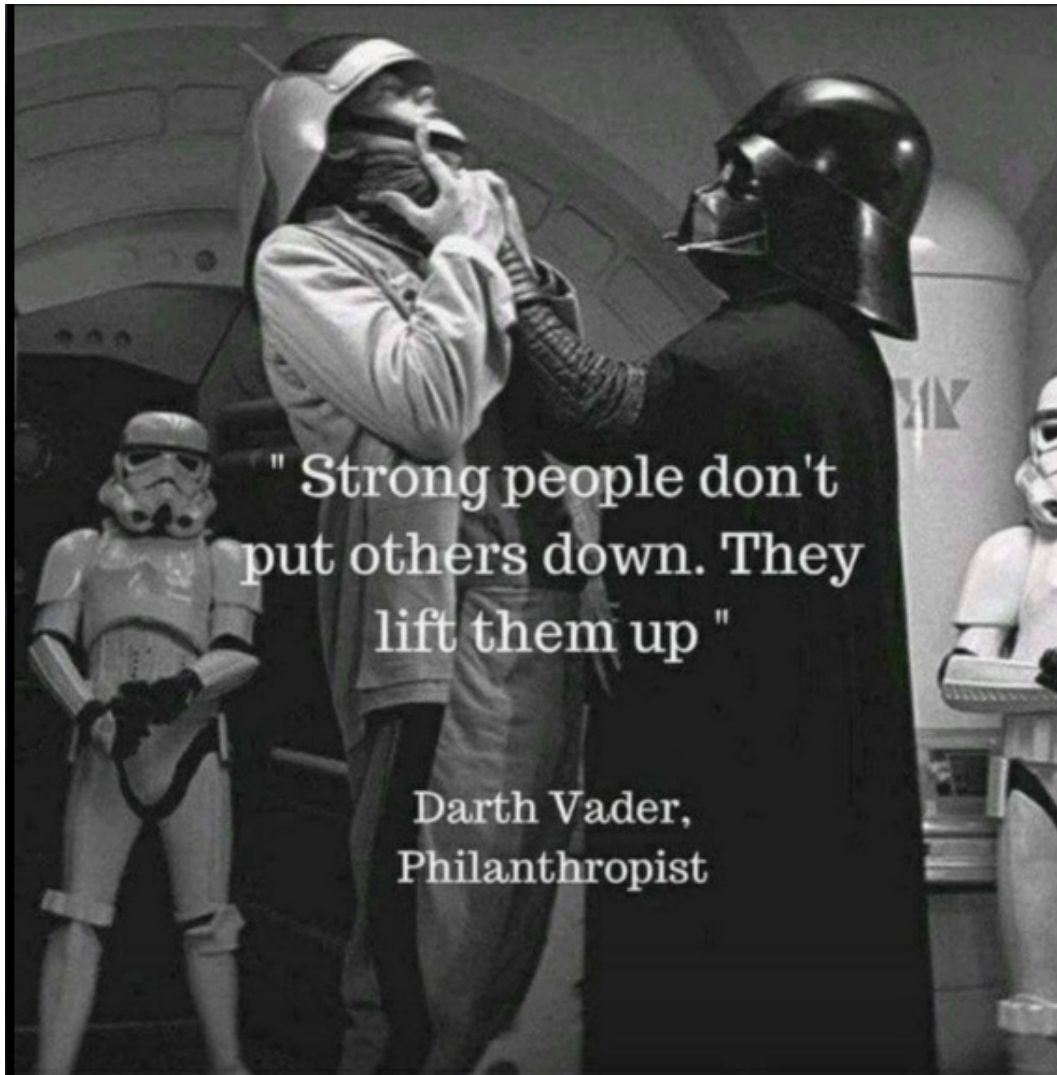
Identify On Par Performers

Sub Par

Measure Performance for Pay

Help Employees Perform at Their Best

Clarity on Performance Expectations,  
Goals



" Strong people don't  
put others down. They  
lift them up "

Darth Vader,  
Philanthropist

## Why?

HR Makes Us

We Always Have

It's Good Practice

Top

Identify On Par Performers

Sub Par

Measure Performance for Pay

Help Employees Perform at Their Best

Clarity on Performance Expectations,  
Goals

Facilitate a Strong Employee-Leader  
Relationship

# Performance Management: Maybe We Should Ask First: "What Is It ?"

# Performance Management: Maybe We Should Ask First: "What Is It ?"

Performance Evaluation

# Performance Management: Maybe We Should Ask First: "What Is It ?"

Performance Review

Performance Evaluation

# Performance Management: Maybe We Should Ask First: "What Is It ?"

Performance Appraisal

Performance Review

Performance Evaluation

# Performance Management: Maybe We Should Ask First: "What Is It ?"

Performance Appraisal

Performance Review

Performance Evaluation

Discipline/Corrective Action



# Performance Management: Maybe We Should Ask First: "What Is It ?"

Performance Appraisal

Performance Review

Performance Evaluation

Discipline/Corrective Action

Goal Setting & Assessment

# Performance Management: Maybe We Should Ask First: "What Is It ?"

Performance Appraisal

Performance Review

Performance Evaluation

Discipline/Corrective Action

Goal Setting & Assessment

Everything Having to Do with Performance?

# Now Back to Why

HR Makes Us

It's Good Practice

We Always Have

Measure Performance for Pay

Top

Identify On Par Performers

Sub Par

Help Employees Perform at Their Best

Clarity on Performance Expectations, Goals

Facilitate a Strong Employee-Supervisor Relationship

# Now Back to Why

It's Good Practice

We Always Have

Measure Performance for Pay

Top

Identify On Par Performers

Sub Par

Help Employees Perform at Their Best

Clarity on Performance Expectations, Goals

Facilitate a Strong Employee-Supervisor Relationship

# Now Back to Why

It's Good Practice **IF** Practiced Well

We Always Have

Measure Performance for Pay

Top

Identify On Par Performers

Sub Par

Help Employees Perform at Their Best

Clarity on Performance Expectations, Goals

Facilitate a Strong Employee-Supervisor Relationship

# Now Back to Why

It's Good Practice **IF** Practiced Well

Measure Performance for Pay

Top  
Identify On Par Performers  
Sub Par

Help Employees Perform at Their Best

Clarity on Performance Expectations, Goals

Facilitate a Strong Employee-Supervisor Relationship

# Now Back to Why

It's Good Practice **IF** Practiced Well

Measure Performance for Pay but not How You May Think

Top

Identify On Par Performers

Sub Par

Help Employees Perform at Their Best

Clarity on Performance Expectations, Goals

Facilitate a Strong Employee-Supervisor Relationship

# Now Back to Why

It's Good Practice **IF** Practiced Well

Measure Performance for Pay but not How You May Think

Top  
Identify On Par Performers  
Sub Par

(More of a by-product)

Help Employees Perform at Their Best

Clarity on Performance Expectations, Goals

Facilitate a Strong Employee-Supervisor Relationship



# Now Back to Why

It's Good Practice **IF** Practiced Well

Measure Performance for Pay but not How You May Think

Top  
Identify On Par Performers  
Sub Par

(More of a by-product)

Help Employees Perform at Their Best !

Clarity on Performance Expectations, Goals

Facilitate a Strong Employee-Supervisor Relationship

# Now Back to Why

It's Good Practice **IF** Practiced Well

Measure Performance for Pay but not How You May Think

Top	(More of a by-
Identify On Par Performers	product)
Sub Par	

Help Employees Perform at Their Best !

Clarity on Performance Expectations, Goals!

Facilitate a Strong Employee-Supervisor Relationship

# Now Back to Why

It's Good Practice **IF** Practiced Well

Measure Performance for Pay but not How You May Think

Top	(More of a by-
Identify On Par Performers	product)
Sub Par	

Help Employees Perform at Their Best !

Clarity on Performance Expectations, Goals!

Facilitate a Strong Employee-Supervisor Relationship!

# Performance Management: Why **Should** We Do It?

# Performance Management: Why **Should** We Do It?

Shared Understanding of Goals & Expectations

# Performance Management: Why **Should** We Do It?

Shared Understanding of Goals & Expectations

A Healthy Leader-Employee Relationship

# Performance Management: Why **Should** We Do It?

Shared Understanding of Goals & Expectations

A Healthy Leader-Employee Relationship

Agile Course Corrections: Goals, Performance

# Performance Management: Why **Should** We Do It?

Shared Understanding of Goals & Expectations

A Healthy Leader-Employee Relationship

Agile Course Corrections: Goals, Performance

Resources | Support | Guidance | Coaching | Leadership



# Performance Management: Why **Should** We Do It?

## **Help Employees Perform at Their Best.**

Shared Understanding of Goals & Expectations

A Healthy Leader-Employee Relationship

Agile Course Corrections: Goals, Performance

Resources | Support | Guidance | Coaching | Leadership

**JOIN THE**  
**REBELLION**

**TALENT MANAGEMENT**  
★ **THAT WORKS** ★

**Episode II:**  
**Performance Management that Works**

Discussion

In Closing...

Now, Create Something That Works

Destroy the Review

What About Pay for Performance?

Why?

**ALERA**  
**CONNECT HR**  
POWERED BY THE WILSON AGENCY

Alaska SHRM State Council  
November 2019 Webinar

# Pay for Performance: Be Careful

*"Rewards do not create a lasting commitment.*

*They merely, and temporarily, change what we  
do."*

Harvard Business Review, 10/93

## Studies Say (Over and Over)...

"As for productivity, at least two dozen studies over the last three decades have conclusively shown that **people who expect to receive a reward for completing a task or for doing that task successfully simply do not perform as well as those who expect no reward at all.** These studies examined rewards for children and adults, males and females, and included tasks ranging from memorizing facts to creative problem-solving to designing collages. In general, the more cognitive sophistication and open-ended thinking that was required, the worse people performed when working for a reward. Interestingly enough, the researchers themselves were often taken by surprise. They assumed that rewards would produce better work but discovered otherwise."

This summary and ensuing study highlights are drawn from a Harvard Business Review article, "Why Incentive Plans Cannot Work" by Alfie Kohn from the Sept-Oct 1993 Issue

# ...HUMANS DON'T LIKE TO BE MANIPULATED



Human behavior scientists have learned *punishment and rewards* have a punitive effect because they are manipulative. Withholding a reward has the identical psychological impact as delivering a punishment. Same coin, two sides.



**"...a KITA\* may produce movement but never motivation."**

*Frederick Herzberg, Distinguished Professor of Management at the University of Utah's Graduate School of Management, author of "One More Time: How Do You Motivate Employees?" (1968) !!*

*\*Kick in the Pants*

# More Behavioral Science Reasons to Be Careful with STI...

1.) Rewards Punish (we covered that)

These points are summarized from a Harvard Business Review article, "Why Incentive Plans Cannot Work" by Alfie Kohn from the Sept-Oct 1993 Issue

# More Behavioral Science Reasons to Be Careful with STI...

- 1.) Rewards Punish (we covered that)
- 2.) Pay Is Not What Employees Want Most (Do you remember what is from Jonathan's discussion?)

These points are summarized from a Harvard Business Review article, "Why Incentive Plans Cannot Work" by Alfie Kohn from the Sept-Oct 1993 Issue

# More Behavioral Science Reasons to Be Careful with STI...

- 1.) Rewards Punish (we covered that)
- 2.) Pay Is Not What Employees Want Most (Do you remember what is from Jonathan's discussion?)
- 3.) Some Pay for Performance Practices Can Rupture Relationships: *Competition, Self Interest.*

These points are summarized from a Harvard Business Review article, "Why Incentive Plans Cannot Work" by Alfie Kohn from the Sept-Oct 1993 Issue



# More Behavioral Science Reasons to Be Careful with STI...

- 1.) Rewards Punish (we covered that)
- 2.) Pay Is Not What Employees Want Most (Do you remember what is from Jonathan's discussion?)
- 3.) Some Pay for Performance Practices Can Rupture Relationships: *Competition, Self Interest.*
- 4.) Some Pay for Performance Practices Can Ignore Root Causes (e.g. *What's the real reason sales are lagging?*) & Imply a Questioning of Intent and Motive (e.g. If I wave more pay in front of you, then you'll *give me your best*)

These points are summarized from a Harvard Business Review article, "Why Incentive Plans Cannot Work" by Alfie Kohn from the Sept-Oct 1993 Issue

# More Behavioral Science Reasons to Be Careful with STI...

- 1.) Rewards Punish (we covered that)
- 2.) Pay Is Not What Employees Want Most (Do you remember what is from Jonathan's discussion?)
- 3.) Some Pay for Performance Practices Can Rupture Relationships: *Competition, Self Interest.*
- 4.) Some Pay for Performance Practices Can Ignore Root Causes (e.g. *What's the real reason sales are lagging?*) & Imply a Questioning of Intent and Motive (e.g. If I wave more pay in front of you, then you'll *give me your best*)
- 5.) Some Pay for Performance Practices Can Discourage Risk Taking & Stifles Creativity

These points are summarized from a Harvard Business Review article, "Why Incentive Plans Cannot Work" by Alfie Kohn from the Sept-Oct 1993 Issue

**JOIN THE**  
**REBELLION**

**TALENT MANAGEMENT**  
★ **THAT WORKS** ★

**Episode II:**  
**Performance Management that Works**

Discussion

In Closing...

Now, Create Something That Works

Destroy the Review

What About Pay for Performance?

Why?

**ALERA**  
**CONNECT HR**  
POWERED BY THE WILSON AGENCY

Alaska SHRM State Council  
November 2019 Webinar

## What the Death Star & Performance Review Have In Common



## What the Death Star & Performance Review Have In Common



· Seemed Like a  
Good Idea at the  
Time

## What the Death Star & Performance Review Have In Common



Wrong Tool for  
the Job

Seemed Like a  
Good Idea at the  
Time

## What the Death Star & Performance Review Have In Common

Distracts from  
What's  
Important



Wrong Tool for  
the Job

Seemed Like a  
Good Idea at the  
Time

## What the Death Star & Performance Review Have In Common

Distracts from  
What's  
Important

Seemed Like a  
Good Idea at the  
Time



Wrong Tool for  
the Job

Weirdly  
Unhealthy  
Obsession to  
Make It Work



## What the Death Star & Performance Review Have In Common

Distracts from  
What's  
Important

HUGE Resource  
Suck

Seemed Like a  
Good Idea at the  
Time



Wrong Tool for  
the Job

Weirdly  
Unhealthy  
Obsession to  
Make It Work

## What the Death Star & Performance Review Have In Common

Distracts from  
What's  
Important

HUGE Resource  
Suck

Seemed Like a  
Good Idea at the  
Time



Pretty Much  
Universally  
Hated

Wrong Tool for  
the Job

Weirdly  
Unhealthy  
Obsession to  
Make It Work

## What the Death Star & Performance Review Have In Common

Distracts from  
What's  
Important

HUGE Resource  
Suck

Seemed Like a  
Good Idea at the  
Time



**THEY FAILED TO  
ACHIEVE THEIR  
PURPOSE**

Pretty Much  
Universally  
Hated

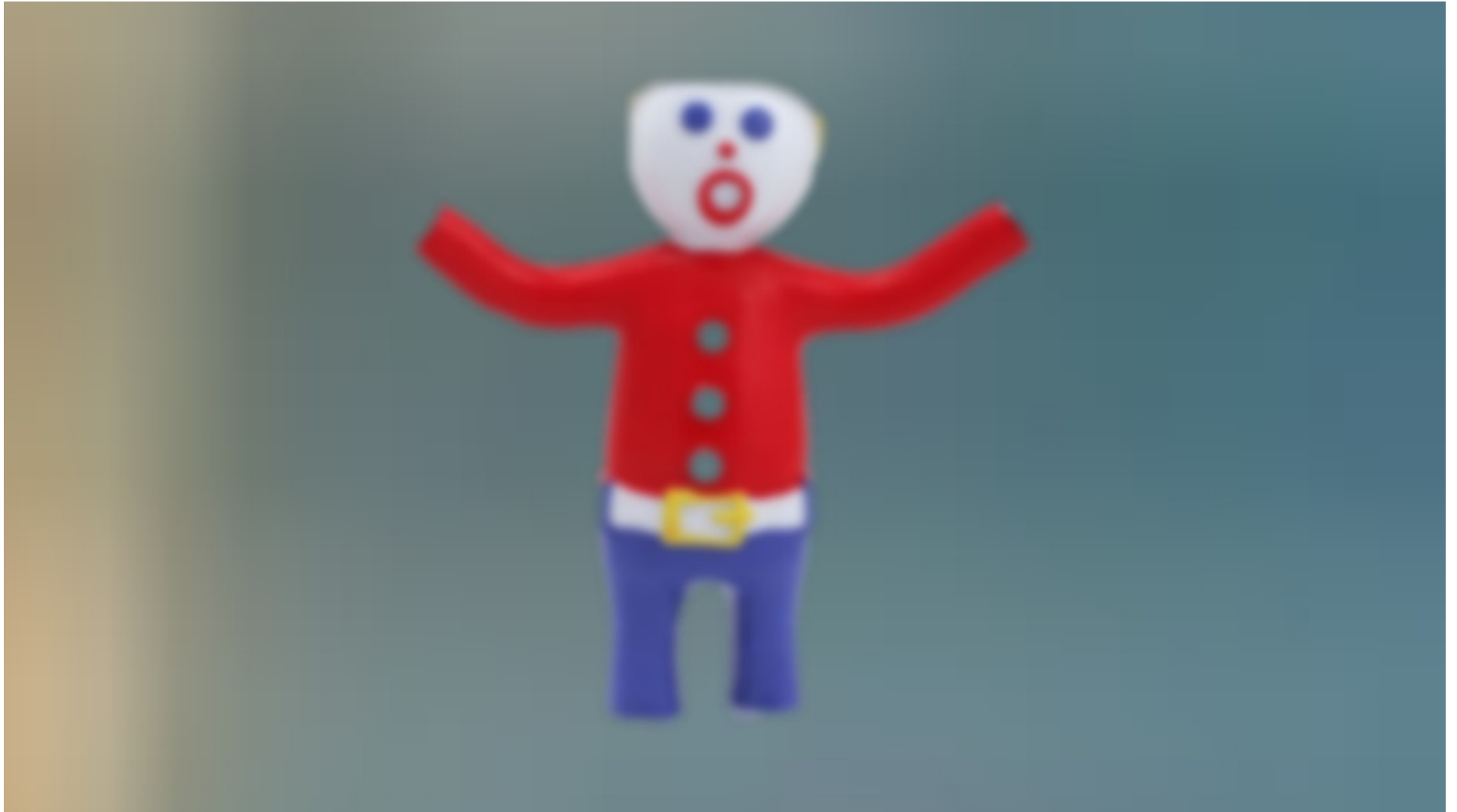
Wrong Tool for  
the Job

Weirdly  
Unhealthy  
Obsession to  
Make It Work

# Why Don't Performance Reviews Work?

## Too Much Looking Back

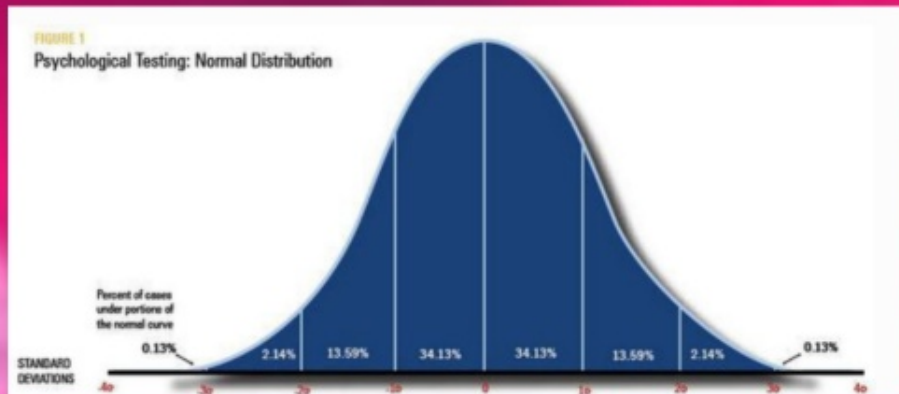




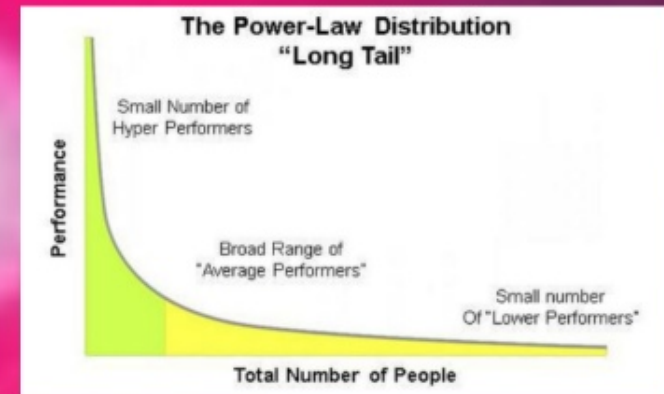
# Performance Does Not Follow a Bell Curve

*An underlying assumption beneath most performance review processes is that performers are normally distributed on a bell curve.*

*That assumption is wrong. Research conducted in 2011 and 2012 by Ernest O'Boyle Jr. and Herman Aguinis found that performance in 94% of groups did not follow a normal distribution. They followed a "Power Law" distribution.*



*Small number of top performers.  
Most clustered around average.  
Small number of low performers.*



*Small number of hyper performers.  
Broad swath of good performers.  
Small number of low performers.*



# Ratings Are Degrading



## Appraisals Trigger a Fight or Flight Response

Brain research shows that when a person's status is threatened, which often happens in performance reviews that contain "constructive feedback", activity diminishes in certain regions of the brain. David Rock, author of "Your Brain At Work", and director of the Neuroleadership Institute, says that when that occurs, "people's fields of view actually constrict, they can take in a narrow stream of data, and there's a restriction in creativity."



www.dilbert.com scottadams@aol.com



© 2003 United Feature Syndicate, Inc.



# Studies Confirm They Fail In Practice

## **Studies Confirm They Fail In Practice**

In an article published in *The Psychological Bulletin*, psychologists A. Kluger and A. Denisi report completion of a meta-analysis of 607 studies of performance evaluations and concluded that at least 30 percent of the performance reviews ended up in decreased employee performance.

# Studies Confirm They Fail In Practice

## Studies Confirm They Fail In Practice

A Society for Human Resource Management study found that 90 percent of performance appraisals are painful and don't work; and they produce an extremely low percentage of top performers.

# Studies Confirm They Fail In Practice

## Studies Confirm They Fail In Practice

Research by psychologists at Kansas State University, Eastern Kentucky University and Texas A&M University examined how people respond to negative feedback they receive in performance reviews. Conventional wisdom is that people who are really motivated to improve their performance would respond well to getting critical feedback in a performance review. The research demonstrated this wisdom is wrong



# The Rebellion Is Growing



All of these companies and many more have ditched performance ratings.  
More are joining.

## The Solution? Destroy the Ratings-Based Review.

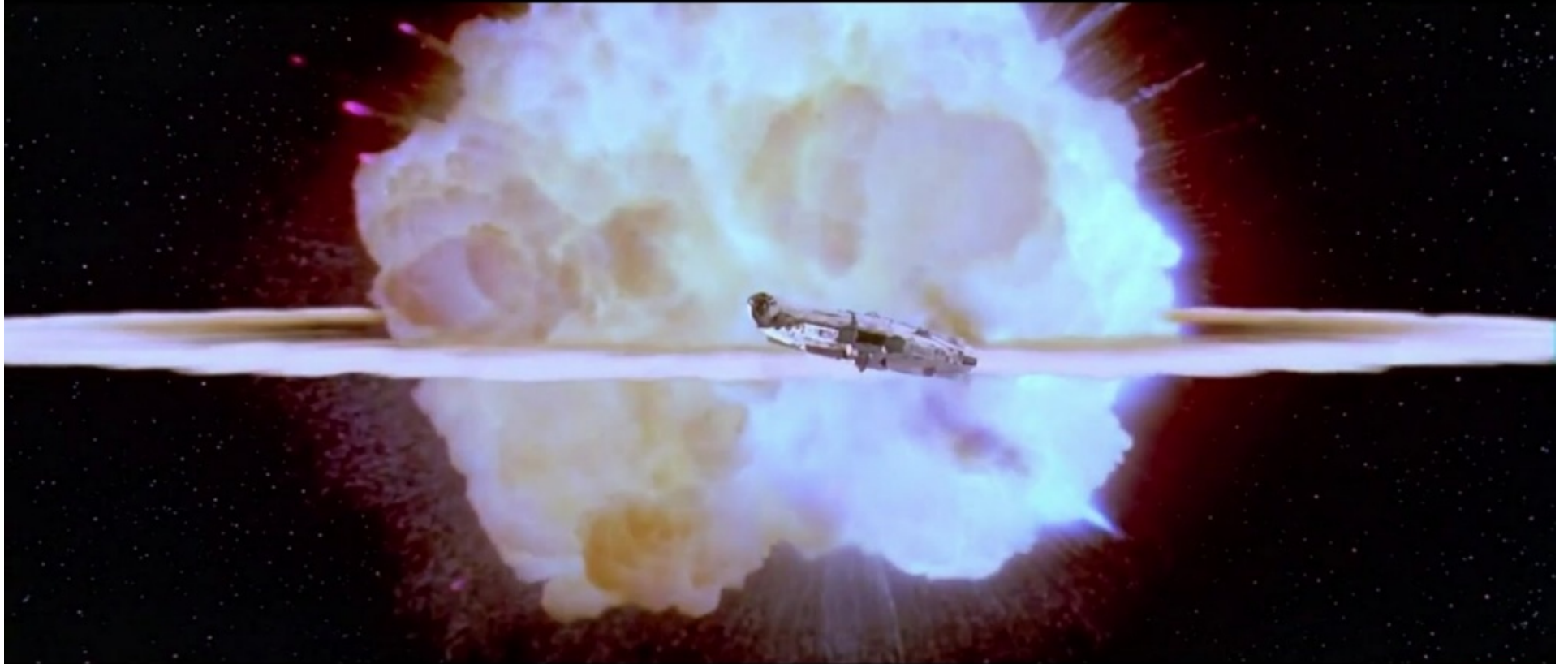


## **The Solution? Destroy the Ratings-Based Review.**



**"Every Act of Creation is First an Act of Destruction."**

## The Solution? Destroy the Ratings-Based Review.



**"Every Act of Creation is First an Act of Destruction."**

Pablo  
Picasso



**JOIN THE**  
**REBELLION**

**TALENT MANAGEMENT**  
★ **THAT WORKS** ★

**Episode II:**  
**Performance Management that Works**

Discussion

In Closing...

Now, Create Something That Works

Destroy the Review

What About Pay for Performance?

Why?

**ALERA**  
**CONNECT HR**  
POWERED BY THE WILSON AGENCY

Alaska SHRM State Council  
November 2019 Webinar

# Rebel Scum Reports

Source: Lighthouse

# Rebel Scum Reports

## **Adobe**

"In their place, Adobe instituted "check-ins" — ongoing discussions between managers and employees to set expectations, offer feedback on performance, and recognize strong work"

Source: Lighthouse

# Rebel Scum Reports

## **Adobe**

"In their place, Adobe instituted "check-ins"—ongoing discussions between managers and employees to set expectations, offer feedback on performance, and recognize strong work"

## **GE**

"Rather than a formal, once-a-year review, managers and their direct reports hold regular, informal "touchpoints" where they set or update priorities that are based on customer needs. Development is forward looking and ongoing; managers coach rather than critique; suggestions can come from anyone in an employee's network."

Source: Lighthouse



# Rebel Scum Reports

## **Adobe**

"In their place, Adobe instituted "check-ins" — ongoing discussions between managers and employees to set expectations, offer feedback on performance, and recognize strong work"

## **GE**

"Rather than a formal, once-a-year review, managers and their direct reports hold regular, informal "touchpoints" where they set or update priorities that are based on customer needs. Development is forward looking and ongoing; managers coach rather than critique; suggestions can come from anyone in an employee's network."

## **Deloitte**

"Our design calls for every team leader to check in with each team member once a week... These brief conversations allow leaders to set expectations for the upcoming week, review priorities, comment on recent work, and provide course correction, coaching, or important new information."

Source: Lighthouse

# "Performance Management": What Works

1. Hire/Build Great Leaders
2. Know Your Team
3. Foster Performance

# 1) Hire/Build Great Leaders

## Hiring

A topic for another day.

## Building

Jonathan gave us some insights into how to build great leaders.

Mr. King Told Us Effective Leaders Must  
First Know Who They Are

Mr. King Told Us Effective Leaders Must  
First Know Who They Are

Next,

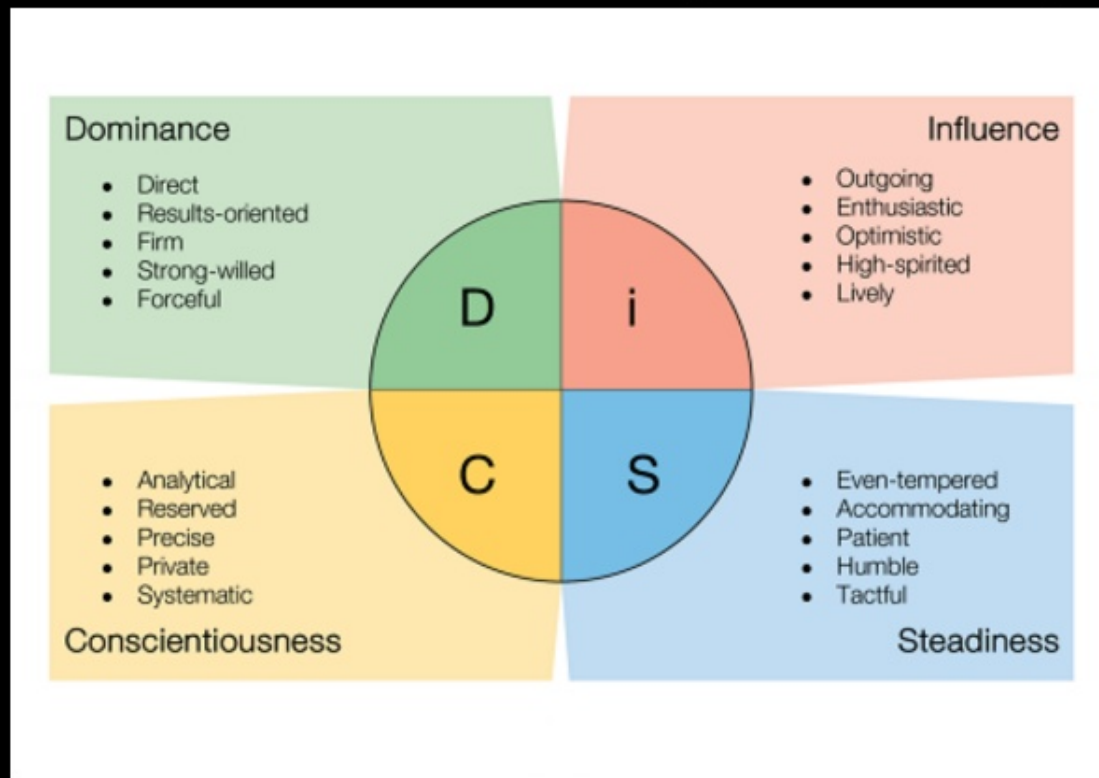
2.) Know Your Team

# Beyond the Gut

There are great tools out there to help you better understand your team with more objective insights backed by science.

# Beyond the Gut

There are great tools out there to help you better understand your team with more objective insights backed by science.



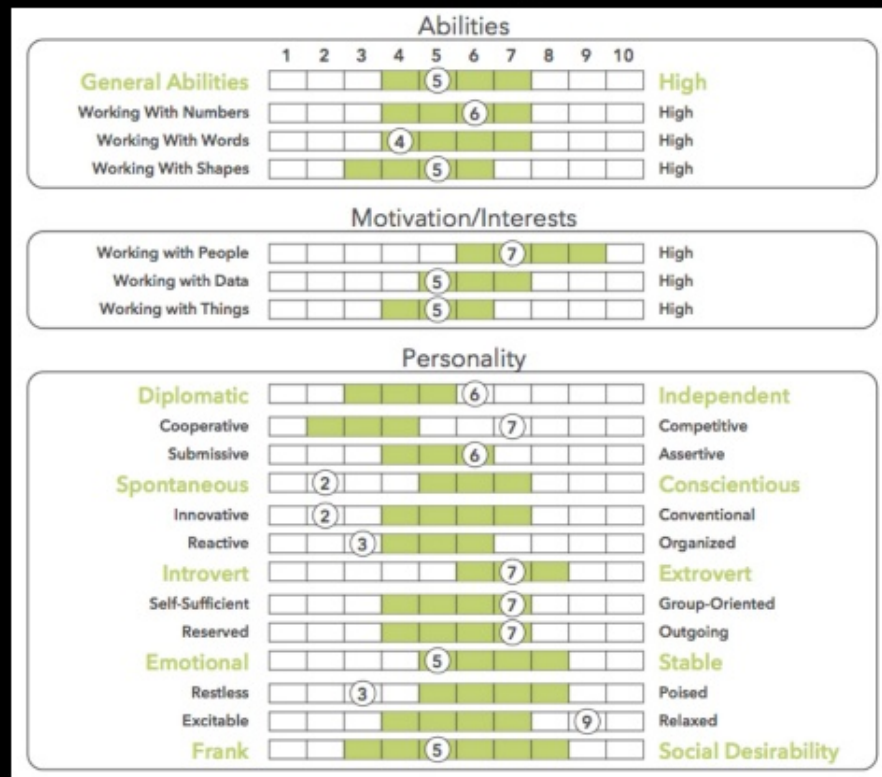
# Beyond the Gut

There are great tools out there to help you better understand your team with more objective insights backed by science.



# Beyond the Gut

There are great tools out there to help you better understand your team with more objective insights backed by science.



# Beyond the Gut

There are great tools out there to help you better understand your team with more objective insights backed by science.

# Beyond the Gut

There are great tools out there to help you better understand your team with more objective insights backed by science.

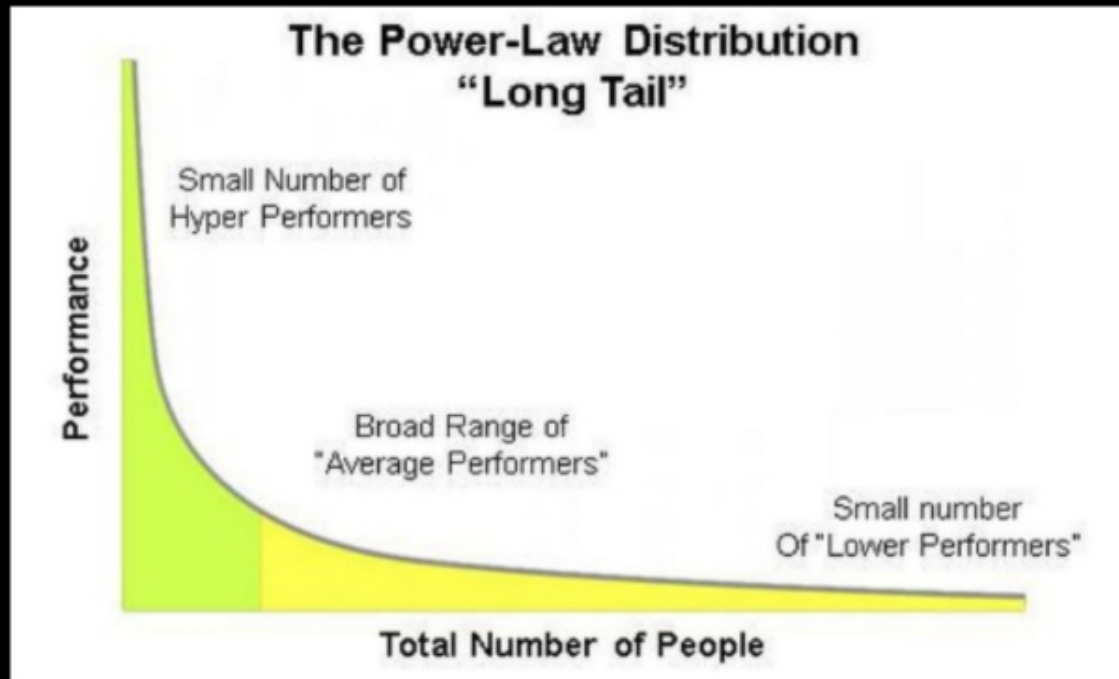
<b>ISTJ</b> Responsible, sincere, reserved, realistic, practical, realistic, systematic	<b>INTP</b> Intellectual, logical, precise, reserved, flexible, imaginative	<b>ISFJ</b> Warm, considerate, gentle, responsible, pragmatic, thorough	<b>INFJ</b> Idealistic, organized, compassionate, insightful, intellectual
<b>ISTP</b> Action-oriented, logical, spontaneous, reserved, independent	<b>ISFP</b> Gentle, sensitive, nurturing, helpful, flexible, realistic	<b>INFP</b> Sensitive, creative, idealistic, perceptive, caring, loyal	<b>INTJ</b> Innovative, independent, strategic, logical, reserved, insightful
<b>ESTP</b> Outgoing, realistic, curious, versatile, spontaneous, action-oriented	<b>ESTJ</b> Efficient, outgoing, analytical, systematic, dependable, realistic	<b>ESFJ</b> Friendly, outgoing, reliable, conscientious, organized, practical	<b>ENFJ</b> Caring, enthusiastic, idealistic, organized, diplomatic
<b>ESFP</b> Playful, enthusiastic, friendly, tactful, spontaneous	<b>ENTJ</b> Strategic, logical, efficient, outgoing, ambitious, independent	<b>ENTP</b> Inventive, enthusiastic, strategic, versatile, enterprising, inquisitive	<b>ENFP</b> Enthusiastic, creative, optimistic, supportive, playful

# Beyond the Gut

There are great tools out there to help you better understand your team with more objective insights backed by science.

### 3.) Foster Performance

Don't manage around a normal distribution. Focus on helping your good employees perform at their best.



*A Power Law Distribution has very different characteristics from a normal Bell Curve distribution. In the Power Curve most people fall below the mean (slightly). Roughly 10-15% of the population are above the average (often far above the average, "hyper performers"), a large population are slightly below average, and a small group are far below average. So the concept of "average" becomes meaningless*

# Fostering Performance: What Works?

## Your Tools

Engagement

Empowerment

Collaboration

Coaching

Professional Development

Right People in the Right Role

Unleash & Feed Strengths

## Your Impact

More Hyper Performers Stay

More Potential Hyper Performers  
Become Hyper Performers

Good Employees Get Better

Performers Attract Performers

Your Low Performers Don't Fit

# Would This Help Close the Communications Disconnect Mr. King Discussed?

## What Employees Say They Want

(#1 is most important, #10 is least important)

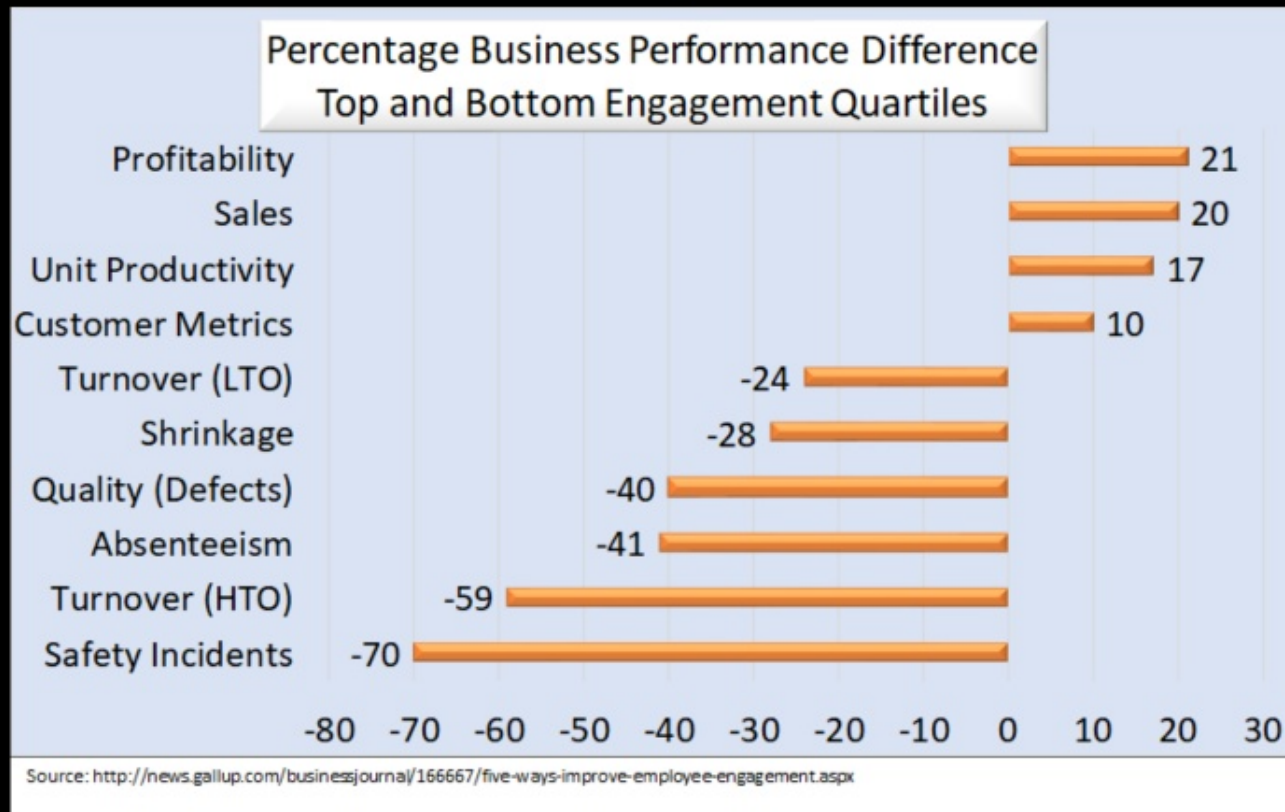
1. Full appreciation for work done
2. Feeling "in" on things
3. Sympathetic help on personal problems
4. Job security
5. Good wages
6. Interesting work
7. Promotion/growth opportunities
8. Personal loyalty to workers
9. Good working conditions
10. Tactful discipline

## What Employers *Think* Their Employees Want

1. Good wages
2. Job security
3. Promotion/growth opportunities
4. Good working conditions
5. Interesting work
6. Personal loyalty to workers
7. Tactful discipline
8. Full appreciation for work done
9. Sympathetic help with personal problems
10. Feeling "in" on things

Source: <http://www.businessinsider.com/employees-want-more-recognition-over-more-money-heres-how-with-facebook-2011-9>

# Remember the Impact of Engagement on Your Business Operations?





**Engage | Empower | Coach | Collaborate | Develop  
Right People in the Right Roles | Feed Strengths**

**Engage | Empower | Coach | Collaborate | Develop  
Right People in the Right Roles | Feed Strengths**

Oh, that's all there is to it?

**Engage | Empower | Coach | Collaborate | Develop  
Right People in the Right Roles | Feed Strengths**

Oh, that's all there is to it?

What is the primary connection an employee has with an organization?

**Engage | Empower | Coach | Collaborate | Develop  
Right People in the Right Roles | Feed Strengths**

Oh, that's all there is to it?

What is the primary connection an employee has with an organization?

Hint: Who is the employee looking to for most of these things above?

**Engage | Empower | Coach | Collaborate | Develop  
Right People in the Right Roles | Feed Strengths**

Oh, that's all there is to it?

What is the primary connection an employee has with an organization?

Hint: Who is the employee looking to for most of these things above?

Right, the Boss.

# **Engage | Empower | Coach | Collaborate | Develop Right People in the Right Roles | Feed Strengths**

**Oh, that's all there is to it?**

**What is the primary connection an employee has with an organization?**

**Hint: Who is the employee looking to for most of these things above?**

**Right, the Boss.**

**Start with the Boss-Employee Relationship. Start with the Basics.**

# Fundamentals of Effective Leader- Team Member Comms

1. Achieve and MAINTAIN a **shared understanding** of goals & expectations: Collaborate, Write It Down. Revisit. Update.
2. Be sure (1) includes the team member's **professional development goals** and expectations of you.
3. **Communicate regularly**. Meet at least once a month "out of the fray". Task your team member with setting the agenda, supplement as needed. Huddle as needed in the fray.

# The Agenda

## **Do's**

- Support focus
- Client/Goal focus
- Team-member topics
- Discussion/Collaboration

## **Don't's**

- Set agendas
- Stuff you can read
- Stuff already known
- Boss-only agenda
- Boss talking too much



# The Agenda

## Do's

Support focus  
Client/Goal focus  
Team-member topics  
Discussion/Collaboration

## Don't's

Set agendas  
Stuff you can read  
Stuff already known  
Boss-only agenda  
Boss talking too much

### 10/11 Meeting Agenda

#### Team Member Topics

Proposal for Tricking Rebel Scum w  
"Unfinished" Death Star

Military Ops Highlights

Luke (son): Turn or Kill? Need Your Input.

Dark Side Conference - Yea or Nay?

Succession Plan: Any Changes???

#### Boss Topics

Q4 Financials: WTH w the Capex Variance?

Strategic Plan Input

State of the Empire Address: How'd I Do?

Any Resources/Support You Need from Me?

Beefs?

**Four Questions to Ask from Time to Time.  
Separately & Simultaneously. Then Discussed.  
Constructively, Forward Focused, Inspiringly.**

**Four Questions to Ask from Time to Time.  
Separately & Simultaneously. Then Discussed.  
Constructively, Forward Focused, Inspiringly.**

What am I doing well?

**Four Questions to Ask from Time to Time.  
Separately & Simultaneously. Then Discussed.  
Constructively, Forward Focused, Inspiringly.**

What am I doing well?

What does Anakin do well?

**Four Questions to Ask from Time to Time.  
Separately & Simultaneously. Then Discussed.  
Constructively, Forward Focused, Inspiringly.**

What am I doing well?

What does Anakin do well?

Where do I want to improve?

**Four Questions to Ask from Time to Time.  
Separately & Simultaneously. Then Discussed.  
Constructively, Forward Focused, Inspiringly.**

What am I doing well?

What does Anakin do well?

Where do I want to improve?

Where should he be improving?

**Four Questions to Ask from Time to Time.  
Separately & Simultaneously. Then Discussed.  
Constructively, Forward Focused, Inspiringly.**

What am I doing well?

What does Anakin do well?

Where do I want to improve?

Where should he be improving?

How well am I achieving my goals?

**Four Questions to Ask from Time to Time.  
Separately & Simultaneously. Then Discussed.  
Constructively, Forward Focused, Inspiringly.**

What am I doing well?

What does Anakin do well?

Where do I want to improve?

Where should he be improving?

How well am I achieving my goals?

How well is Anakin achieving his goals?



**Four Questions to Ask from Time to Time.  
Separately & Simultaneously. Then Discussed.  
Constructively, Forward Focused, Inspiringly.**

What am I doing well?

What does Anakin do well?

Where do I want to improve?

Where should he be improving?

How well am I achieving my goals?

How well is Anakin achieving his goals?

Is Master giving me the resources  
and support I need to be successful?

# **Four Questions to Ask from Time to Time. Separately & Simultaneously. Then Discussed. Constructively, Forward Focused, Inspiringly.**

What am I doing well?

What does Anakin do well?

Where do I want to improve?

Where should he be improving?

How well am I achieving my goals?

How well is Anakin achieving his goals?

Is Master giving me the resources  
and support I need to be successful?

Am I giving Anakin the resources and  
support he needs to be successful?

# **Four Questions to Ask from Time to Time. Separately & Simultaneously. Then Discussed. Constructively, Forward Focused, Inspiringly.**

What am I doing well?

What does Anakin do well?

Where do I want to improve?

Where should he be improving?

How well am I achieving my goals?

How well is Anakin achieving his goals?

Is Master giving me the resources  
and support I need to be successful?

Am I giving Anakin the resources and  
support he needs to be successful?

What would I do if Anakin gave notice?

# Four Questions to Ask from Time to Time. Separately & Simultaneously. Then Discussed. Constructively, Forward Focused, Inspiringly.

What am I doing well?

What does Anakin do well?

Where do I want to improve?

Where should he be improving?

How well am I achieving my goals?

How well is Anakin achieving his goals?

Is Master giving me the resources  
and support I need to be successful?

Am I giving Anakin the resources and  
support he needs to be successful?

What would I do if Anakin gave notice?

Make it a 360? Sure.

# Beyond the Boss

\*Companies like GE, WL Gore, Valve, Github and others talked about their examples in the Wall Street Journal last year. In every case they found that "leaderless teams" outperformed those with a "boss."

# Beyond the Boss

Did you know bossless teams often outperform those with bosses in studies?\*

\*Companies like GE, WL Gore, Valve, Github and others talked about their examples in the Wall Street Journal last year. In every case they found that "leaderless teams" outperformed those with a "boss."

# Beyond the Boss

Did you know bossless teams often outperform those with bosses in studies?\*

The lesson may not be getting rid of bosses, but bosses knowing when to get out of the way into a support role.

\*Companies like GE, WL Gore, Valve, Github and others talked about their examples in the Wall Street Journal last year. In every case they found that "leaderless teams" outperformed those with a "boss."

# Beyond the Boss

Did you know bossless teams often outperform those with bosses in studies?\*

The lesson may not be getting rid of bosses, but bosses knowing when to get out of the way into a support role.

Bosses are in a position to foster collaboration and teamwork through frameworks, support, and resources.

\*Companies like GE, WL Gore, Valve, Github and others talked about their examples in the Wall Street Journal last year. In every case they found that "leaderless teams" outperformed those with a "boss."



# Beyond the Boss

Did you know bossless teams often outperform those with bosses in studies?\*

The lesson may not be getting rid of bosses, but bosses knowing when to get out of the way into a support role.

Bosses are in a position to foster collaboration and teamwork through frameworks, support, and resources.

Bosses should reflect collaboration and teamwork in the "Performance Management" process by incorporating multiple feedback points.

\*Companies like GE, WL Gore, Valve, Github and others talked about their examples in the Wall Street Journal last year. In every case they found that "leaderless teams" outperformed those with a "boss."

# Voila. That's "Performance Management" that Works.

First, Destroy The Ratings-Based Performance Review!

Then...

**Hire/Build Great Leaders**

**Know Your Team**

**Foster Performance**

Engage | Empower | Coach | Collaborate | Develop | Right People in the Right Roles |  
Feed Strengths

Start with the Basics: Boss-Supervisor Comms

Simple Concepts.

Really, Really Hard to Do Well.

The Payoff: Great Teams Win. And Have More Fun.

**JOIN THE**  
**REBELLION**

**TALENT MANAGEMENT**  
★ **THAT WORKS** ★

**Episode II:**  
**Performance Management that Works**

Discussion

In Closing...

Now, Create Something That Works

Destroy the Review

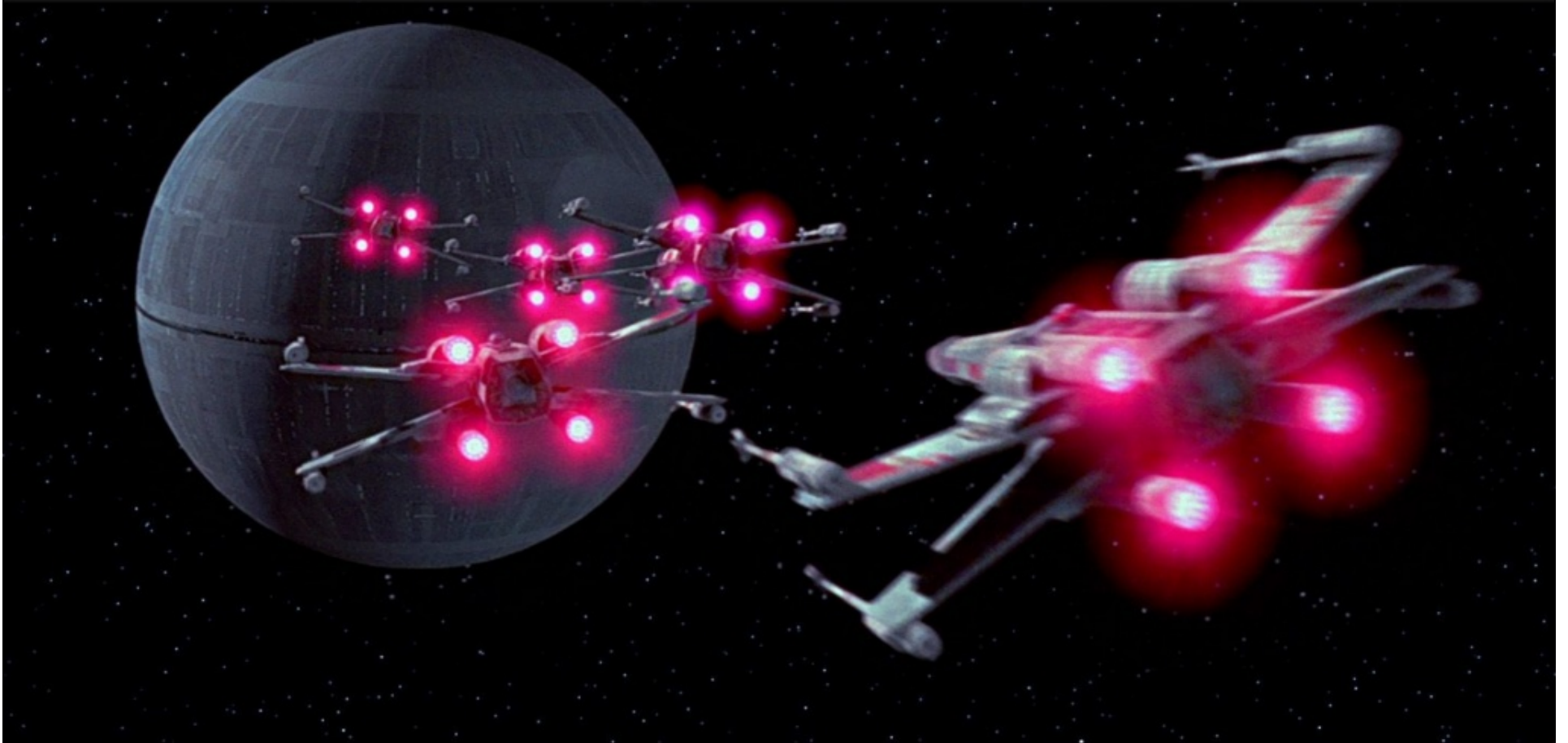
What About Pay for Performance?

Why?

**ALERA**  
**CONNECT** **HR**  
POWERED BY THE WILSON AGENCY

Alaska SHRM State Council  
November 2019 Webinar

# DISCUSSION





**JOIN THE**  
**REBELLION**

**TALENT MANAGEMENT**  
★ **THAT WORKS** ★

**Episode II:**  
**Performance Management that Works**

Discussion

In Closing...

Now, Create Something That Works

Destroy the Review

What About Pay for Performance?

Why?

**ALERA**  
**CONNECT HR**  
POWERED BY THE WILSON AGENCY

Alaska SHRM State Council  
November 2019 Webinar

## More Questions? Need Help?

### Complimentary Follow-up Consultations



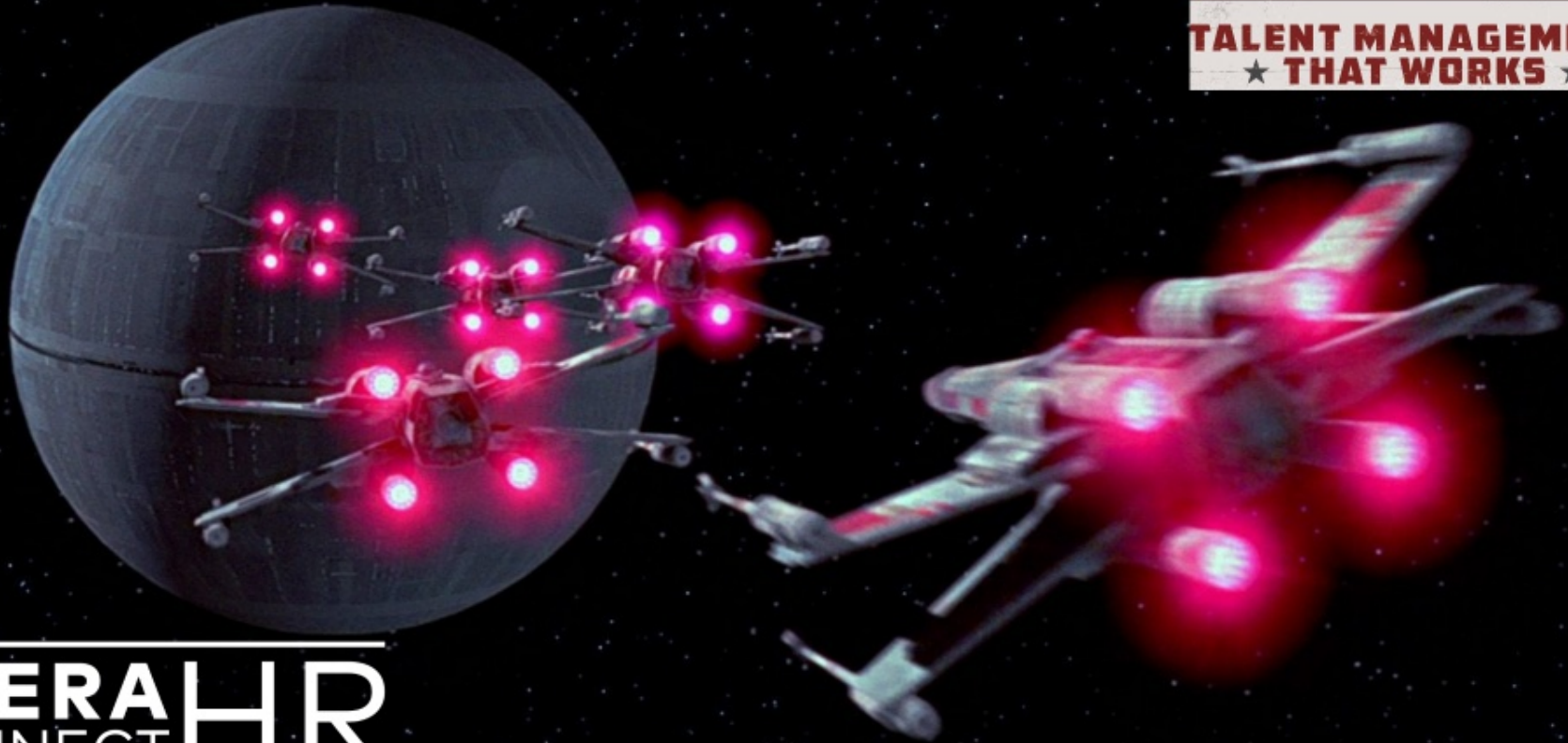
**HR Strategy & Ops** (yes, includes "Performance Management")  
Thomas Showalter, CCP, SHRM-SCP HR Services Director  
Alera ConnectHR  
tshowalter@alerachr.com; Direct: 907.777.0291; Cell: 907.885.9695

Thank You!

JOIN THE

**REBELLION**

**TALENT MANAGEMENT**  
★ **THAT WORKS** ★



**ALERA**  
**CONNECT HR**  
POWERED BY THE WILSON AGENCY

**JOIN THE**  
**REBELLION**

**TALENT MANAGEMENT**  
★ **THAT WORKS** ★

**Episode II:**  
**Performance**  
**Management**  
**that Works**

Discussion

In Closing...

Now, Create  
Something  
That Works

Destroy the  
Review

What About  
Pay for  
Performance?

Why?

**ALERA**  
**CONNECT** **HR**  
POWERED BY THE WILSON AGENCY

Alaska SHRM State  
Council  
November 2019 Webinar