



Welcome to the 2017 FRPA
Conference!

Overcoming the Dread of Employee Evaluations

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Learning Objectives

- Develop a simple, three-step process to improve communication with employees
- Enhance listening and effective questioning to understand what employees really want
- Strengthen your ability to hold employees accountable for outcomes



Think of a time when you didn't like being a manager

- What was the situation?
- What factors made it difficult?
- What role did communication or miscommunication play?
- Did employee conflict play a role?



Think of a time when you loved being a manager

- What was the situation?
- What factors made it good?
- What role did good communication play?
- Did employee satisfaction play a role?

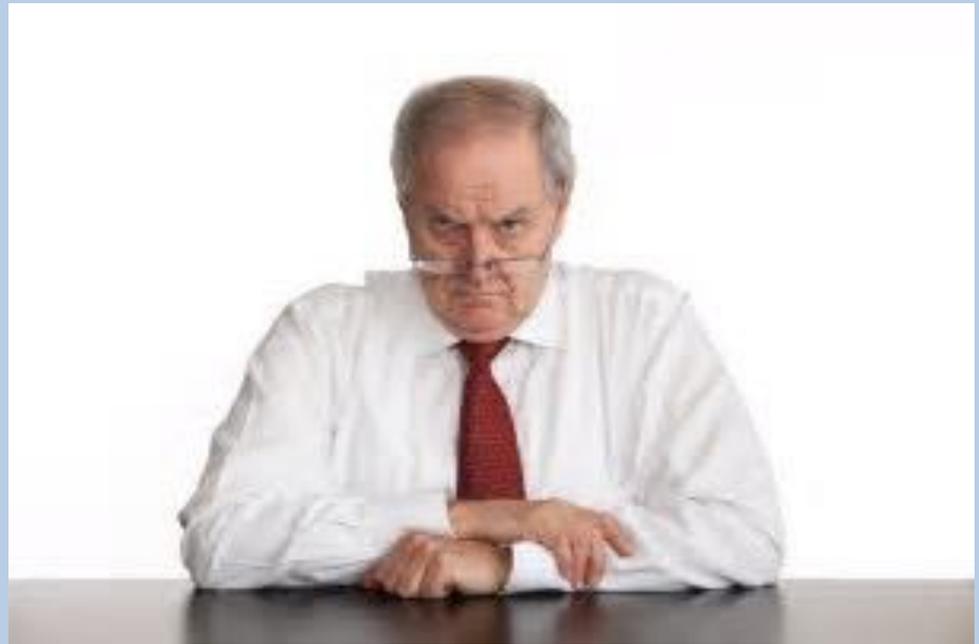


Managing for Performance

- 2013 Keys to Performance Management report by i4cp found only 55 percent of respondents believe their existing performance development process had a positive impact on their organization.
- Employees don't want their performance managed - they want truly personalized career development, frequent, helpful conversations that help them development, and consistent coaching.
- It is easy to insert your personal bias - even when unintended. A Kieran Snyder study found 75% of women are criticized for their personalities in performance evals compared to less than 1% of men. Words included “abrasive” and “emotional.”

Why We Hate Performance Reviews

- Human nature - we go into the fight or flight survival mode
- Supervisors don't like giving negative feedback
- The formality - a prescribed process; being forced to do it, putting square pegs in round holes
- It's extra work - takes away from real work, sets up opportunity for conflict



If We Hate Them, Then Ditch Them

- In most governments, that is not a realistic option
- A better approach is to find ways to make the system work better for you
- It starts with knowing your own goals and objectives for your work unit
- Create your own method of coaching

Three Keys to Making the Evaluation Process Better

- Set expectations and goals that work for you *and* the employee
- Provide feedback, documentation, coaching and examples all year long
- Create employees who become adept at solving their own problems

It Starts With Asking Questions

- Nearly all people want to do well at work
- Ask: “A year from now, if you look back at your work life, what would you have accomplished that made the year a success for you?”
- Listen and work to help make their goal a reality
- What could I do to make your work life better?

OUR ROLE PLAY



The Setting is Important

- Pick a neutral location; relaxed setting
- Your office is typically not the best location
- Pick the time and place based on your employee's preference
- Know best choice by asking
- Let employee know how to prepare
- Let them do most of the talking



Generational Differences

- Traditionalists - Born 1925 to 1945
 - Loyal, don't like change, legacy is important
- Baby Boomers - Born 1946 to 1964
 - Optimist, me generation, money, title, recognition
- Generation X - Born 1965 to 1980
 - Skepticism, work/life balance, flexible, motivated, portable career
- Gen Y / Millennials - Born 1981 - 2006
 - Realistic, value diversity/change, involvement, want work to be meaningful

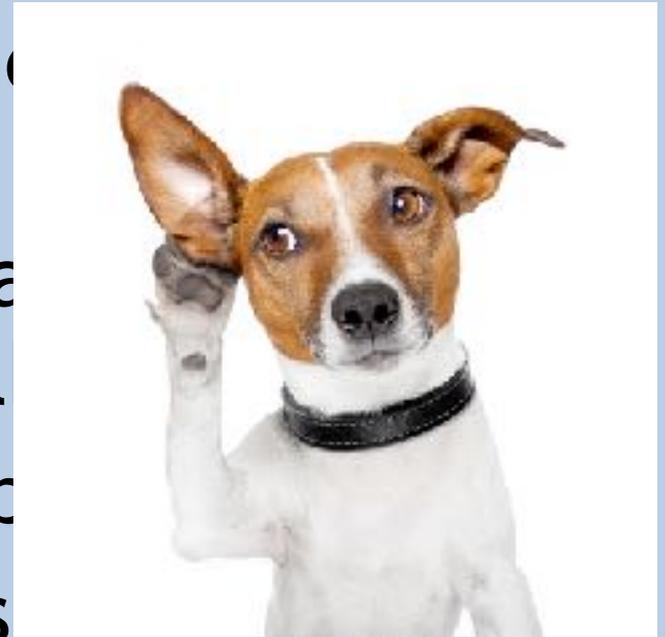
Use Your Understanding

- What you see depends upon where you stand
- Create goals that build upon the characteristics important to your employees looking at generational motivators
- Ask for input to see if your assumptions are right
- One size does not fit all



It Requires Effective Listening

- Make good eye contact and relax
- Stop planning your rebuttal while the other person talks
- Be patient - don't interrupt
- Ask clarification questions
- Repeat what you've heard to make sure you got it right



An Email to an Employee



Use Coaching as An Ongoing Tool

- Set up regular coaching meetings and remember feedback on the spot is generally good - ask employees what works best for them.
- Explain what coaching meetings are about.
- Have a set of questions that allows you to listen more and let the employee talk more
- Remember to always ask - What would make this project or this next year a personal success for you?
- Set milestones for follow up coaching - end of project, once a quarter, etc.
- What outcomes can we expect?

Promote Responsibility: Coach to Empowerment

(Marlene Chism - No Drama Leadership)

- People complain because: They don't know what they want or they want something they think they can't have.
- Leaders have a tendency to want to fix the problem immediately - which creates dependency on you instead of the employee.
- You must put the focus on what they can solve.
- Disregard talking about who is to blame, what happened last year, or why life isn't fair.
- You must help your employee figure out what they want, what their choices are and what they need to be willing to do.

Three Coaching Questions:

#1 What do you want?

- Listen and acknowledge their emotional reality.
- “I know you are frustrated. In a perfect world what would you want?”
- Wait for the answer; go back to the question: What would you want?
- What would that give you that you don’t have right now?
- Try to get to the core issue.
- If they say “I don’t know what I want? - Ask again or encourage them to come back when they can name what they want.

Three Coaching Questions:

#2 What are your choices?

- Choice puts the employee back in power to make an informed decision.
- Ask “What choices do you see to help you get there?”
- Avoid the tendency to provide all the answers; allow the employee to take ownership.
- If they say “I have no choice,” they are not taking ownership.
- Most will start to explore choices.



Three Coaching Questions:

#3 Are you willing?

- Nothing happens until someone is willing.
- Be ready for resistance and barriers, usually starting with the word “but.”
- But it might be difficult, but I might be embarrassed, but it might be expensive!
- Don't give up - ask the employee to face and overcome the barrier and then help to minimize the barrier.

Coach to Empowerment for Releasing Resistance

Resistance	Face the Barrier	Minimize the Barrier
I don't know. It might be difficult.	Yes, it will be difficult. Are you willing to do it anyway?	If I could help you make it less difficult, would you be willing?
Yes, however I might be embarrassed?	Yes, you might be. Are you willing to risk embarrassment to go for it?	If I could reduce the risk of embarrassment, would you be willing to go for it?
But it might be expensive?	Yes it is. Are you willing to invest in yourself?	If we could cover a portion of the cost, would you be willing to invest in yourself?

Let's Practice Empowerment Coaching

1. Jim approaches his supervisor to complain about why he never gets promoted when two of his co-workers have been promoted.
2. Susan approaches her supervisor to complain that her co-workers are not providing work project information to her in a timely way and that makes her look bad when she's late on completing her reports.

Tips on Providing Helpful Feedback

(by Deborah Bright)

- Engage the person in a specific solution by asking questions.
- Link the feedback to what's most important to the employee (teamwork, personal recognition, financial rewards, leadership, etc.).
- Remain neutral - in voice and body language (unemotional delivery means this is just part of doing business).
- Understand their personal preference and heed it!

Dealing With Your Boss

- Same strategy applies: Start with knowing what you want
- Come in with options to any problem
- State clearly what is in it for the boss and the company
- Explain what you are willing to do to achieve the outcome
- Pick your time and location wisely - formal meeting, ask boss to visit worksite, after a major win, etc.

Set Measurable Expectations

- Pick key areas of competency and discuss how you measure outcomes
- Agree upon a standard and how it will be documented
- It's difficult to measure everything, so don't!
- Remember: What gets measured, gets done
- Review results in coaching meetings to there are no surprises at the end of the fiscal year

10 Things Great Bosses Do Every Day

By Dr. Travis Bradberry

1. A great boss shares information.
2. A great boss puts a lot of thought into hiring.
3. A great boss looks for and celebrates wins.
4. A great boss respects your time.
5. A great boss is empathetic.



10 Things Great Bosses Do Every Day

By Dr. Travis Bradberry

6. A great boss is accountable.

7. A great boss says thank you.

8. A great boss doesn't forget that people have lives outside of work.

9. A great boss is a great communicator.

10. A great boss creates leaders by coaching and mentoring.



Leaving a Legacy

- Growing employees - through coaching and evaluations - helps create your legacy
- What legacy do you think you are leaving right now?
- What steps do you need to take, if any, to make that legacy what you'd like it to be



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What makes greatness is starting something that lives after you.

Ralph Sockman



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