

LEADERSHIP MATTERS E-ZINE

Leadership Matters is a publication designed to explore the workplace issues today's managers and supervisors face.

Providing Performance Feedback

WHY DO MANAGERS AVOID GIVING PERFORMANCE FEEDBACK?

Business Issue

Most managers avoid giving negative performance feedback like the plague. How many times have you seen a team leader fail to give appropriate feedback in the face of poor performance?

I've seen it all too many times. In fact, here's an example of one I saw recently. . . I'll change the names to protect the guilty.

Jane was an employee in a major manufacturing plant. Jane and her supervisor Ellen had worked together for five years. Ellen began to notice a slippage in Jane's productivity, but she hesitated to discuss the reasons for the slippage with Jane.

Jane was having problems understanding a new procedure that had been implemented, and it was impacting her performance--although Jane thought she was doing fine. Three months went by and Jane's productivity continued to suffer.

What was going on here? Ellen was avoiding the discussion and nothing was getting solved. Ellen's hesitation was only partially about that uncomfortable feeling one gets when talking about poor performance. In addition, Ellen did not have a clear process to follow in providing the feedback that Jane needed, so Ellen felt the contemplated conversation would be a personal attack on Jane. Ellen did not know how to stay objective and handle the situation effectively, so she hesitated.

That hesitation did not give Jane a chance to explore her difficulty with the new procedure, this situation led to months of low productivity for Jane and the group. In the end, Ellen was forced to take disciplinary action with Jane rather than the "corrective action" she would have been able to take earlier. As a result, productivity went down and both Jane's and Ellen's reputations were dented.

Do stories like this happen in your organization?

Some Perspectives

Performance feedback has three basic benefits:

1. Structured regular updates on how well individuals are performing to standards. It's an opportunity to both address potential concerns and praise excellent performance.
2. Ongoing performance feedback leads to more accurate team member self-perceptions, clears up misunderstandings, and gives the team member a chance to ask questions.
3. Ongoing performance feedback provides an information base for later management decisions on human resource issues such as pay, promotions, transfers, assignments, or termination.

Think about your organization. Here are **two questions you need to ask**:

1. How accurate and timely is the performance feedback?
2. Does it advance the goals of the organization?

With the proper skills, your managers will be able to provide performance feedback in a timely and professional manner. This professional environment will increase the number of positively motivated employees who create momentum and productivity in your organization.

Our *Providing Performance Feedback* four-hour skill-building workshop will help your managers effectively learn new skills. They'll learn how to identify what maintains or improves performance in your organization and how to effectively provide employees with performance feedback. Managers will acquire knowledge and confidence that will make performance feedback a job function they don't dread.

To learn more about how you can bring this valuable training to your organization, give us a call at (561) 208-6480 or send an email to clientservices@rpchr.com

In addition to the classroom workshop, a two-hour online e-learning course is available. You also have the option of combining eLearning and the traditional classroom experience for the blended approach. Take a test drive of one of our online courses by going to <http://rpchr.com/online-e-learning.html>

Also available in Classroom, Online, or Blended delivery options, our curriculum includes such essential topics as the following:

- Developing Performance Goals and Standards – identifying performance standards that are specific, measurable, attainable, results oriented, and time- framed in the S.M.A.R.T. approach
- Disciplining - understanding how to discipline others to eliminate problem behavior
- Complaints - being able to effectively manage complaints
- Coaching - knowing how to productively coach job skills
- Conflict - understanding how to successfully resolve conflict
- Project Management - being able to run projects, both on-time and on-budget
- And more...

Quote of the Month:

"If I accept you as you are, I will make you worse; however, if I treat you as though you are what you are capable of becoming, I help you become that." ~**Johann Wolfgang von Goethe, German poet (1749-1832)**

With appreciation,
Ken Ivey, Vice President
RPC

We encourage you to forward this communication to others.

Any room for improvement in your business?