

5 Keys of Effective Feedback to Drive Performance

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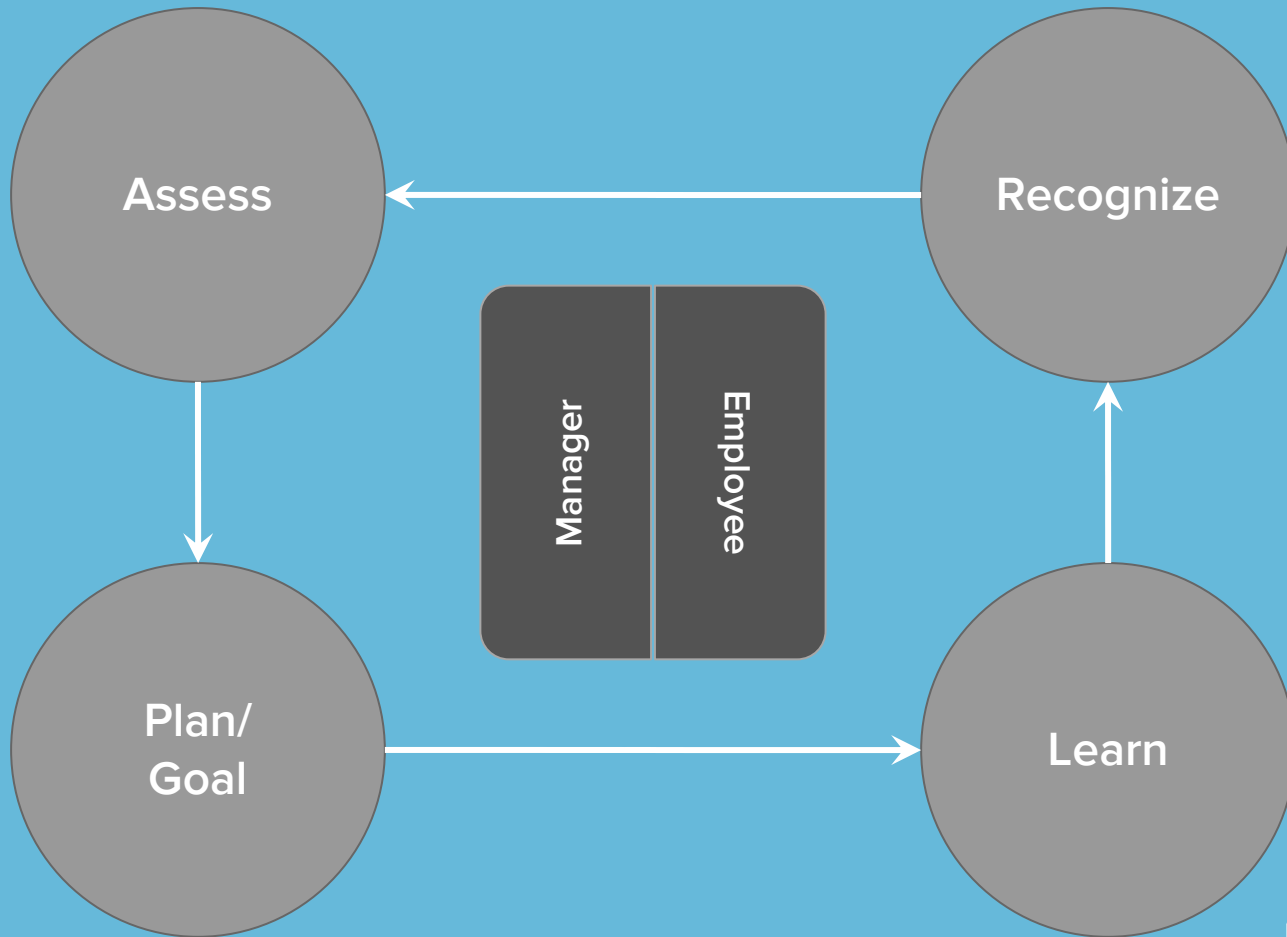
POLL

How often do you receive feedback that helps you perform better in your job?


- Almost Weekly
- Monthly
- Quarterly
- Twice a year
- Annually
- Never



believe they will receive
meaningful feedback from
their managers



Understand how to build a performance management culture that will promote engagement.

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1: Increase Employee/Manager Interaction

Of engaged employees

43%

receive feedback once a week.

Of disengaged employees

18%

receive feedback once a week.

GALLUP



2006



23,910 business
units



Quarterly earnings
vs. Quarterly
engagement

Top Quartile
for
Engagement

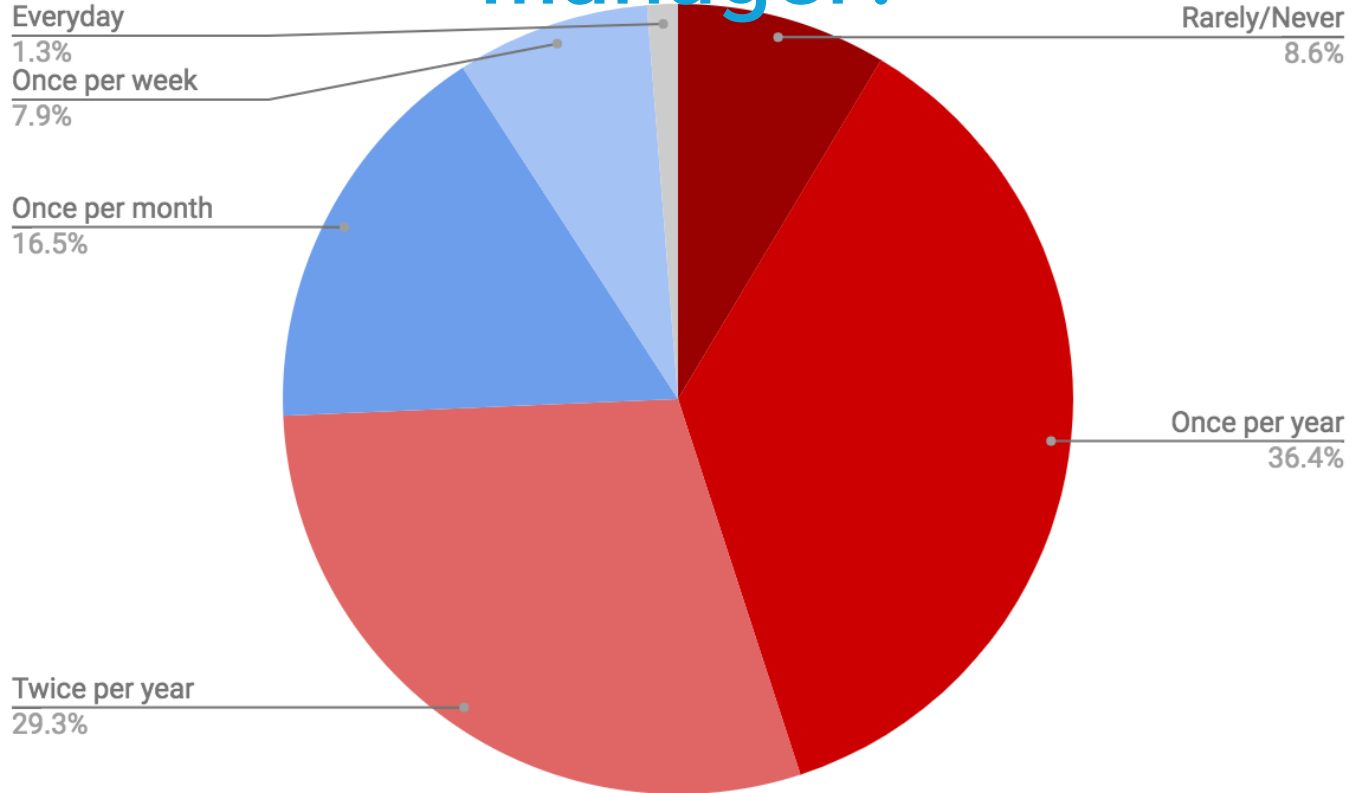
- 12% higher customer advocacy
- 18% higher productivity
- 12% higher profitability

Bottom
Quartile for
Engagement

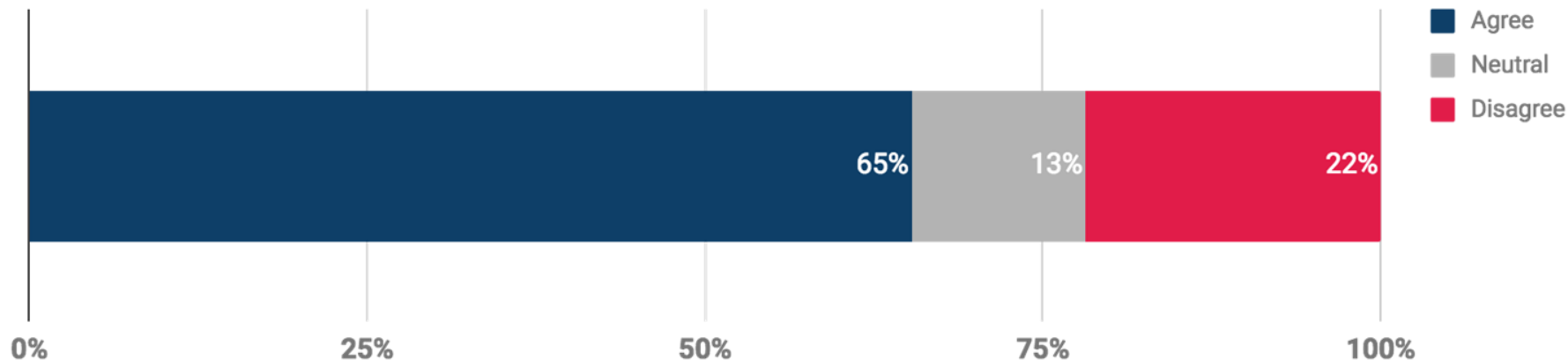
- 31 – 51% more employee turnover
- 51% more inventory shrinkage
- 62% more accidents.



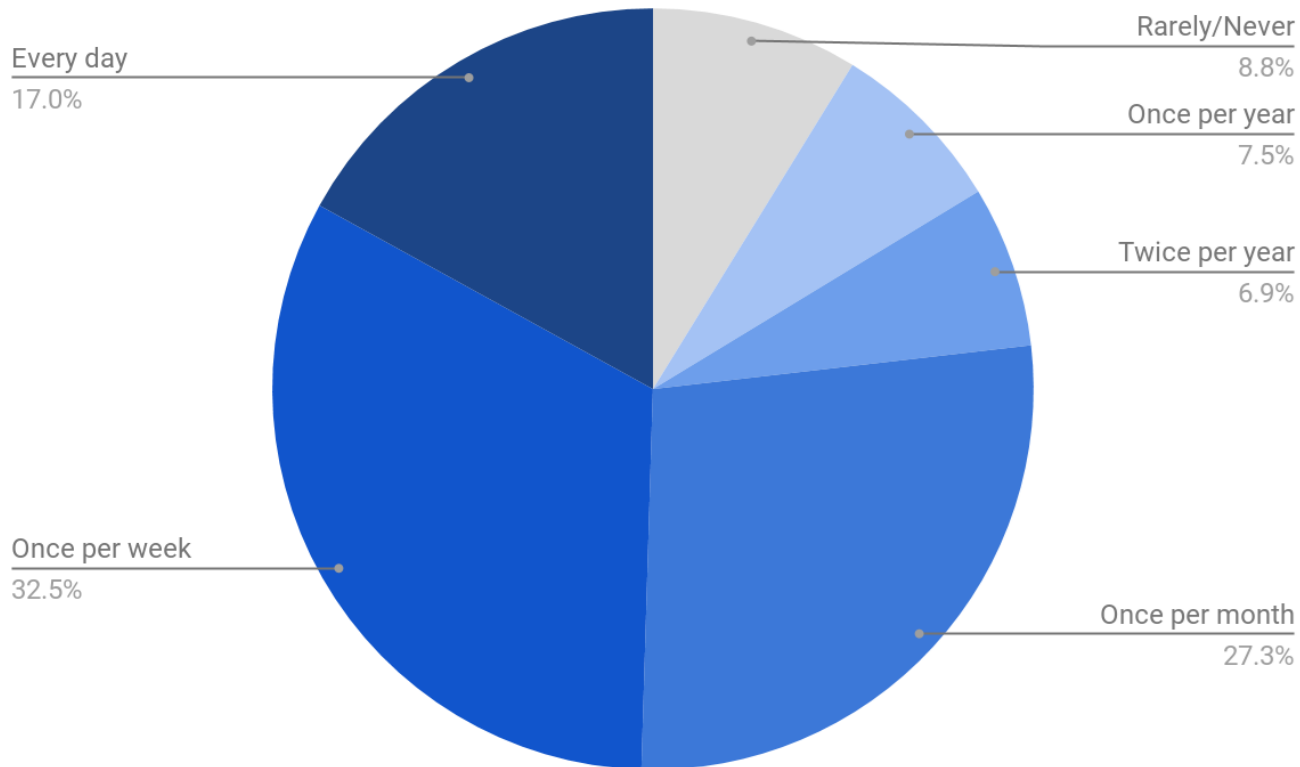
How often do you meet with your manager?



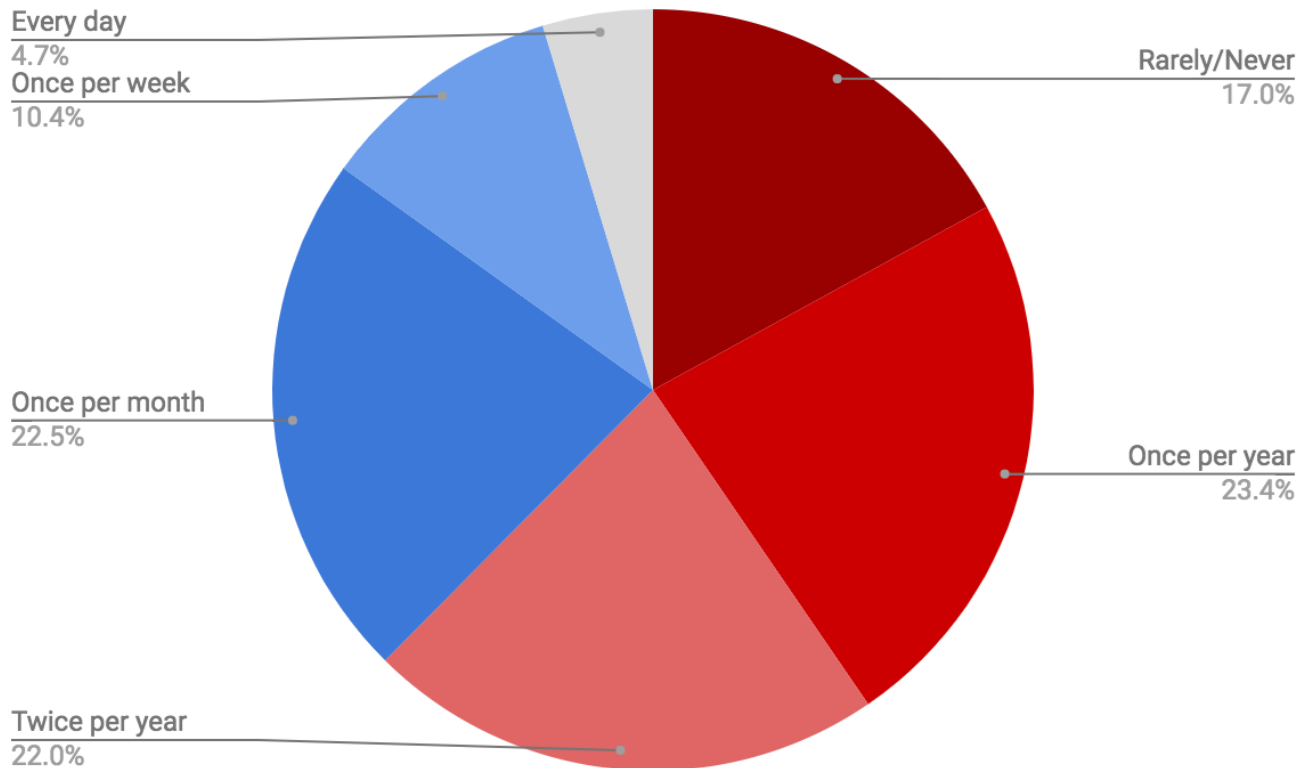
Meeting with your manager helps to improve your performance:



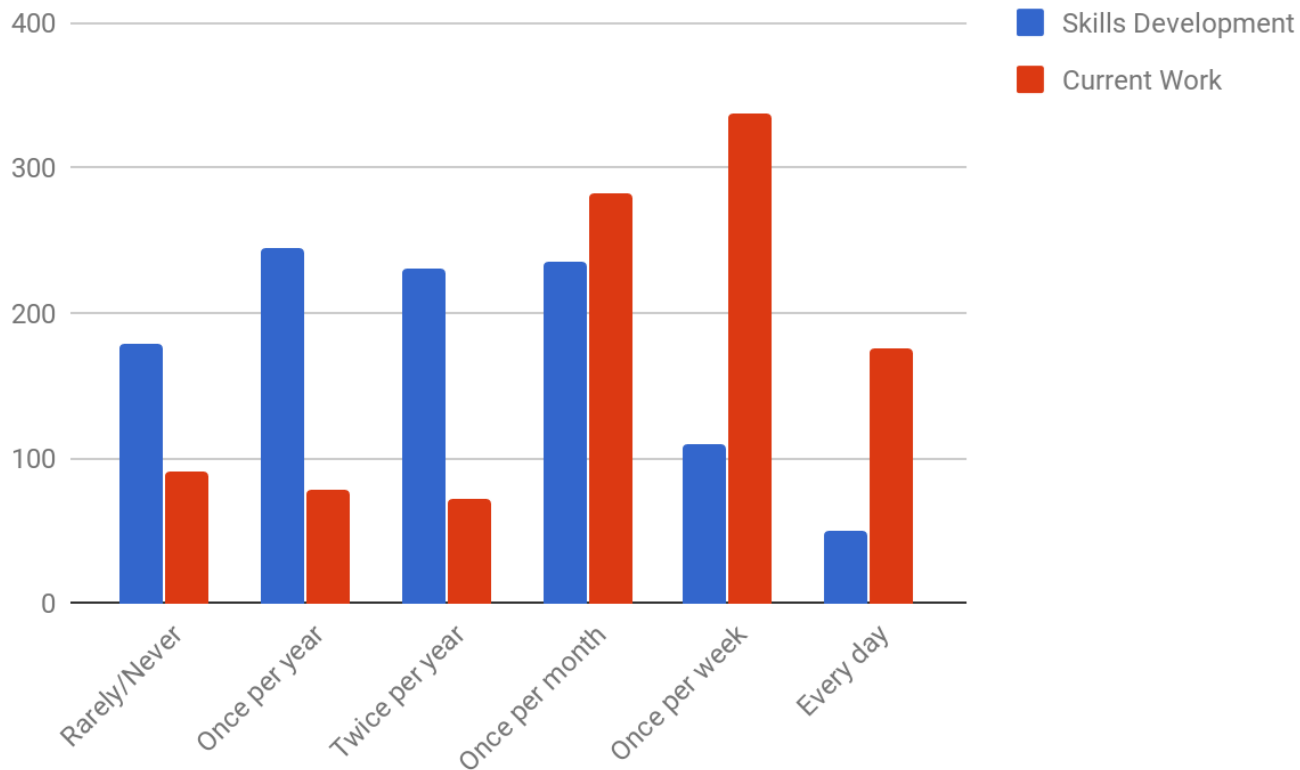
How often do you talk about to-do lists?



How often do you talk skills development?



To Dos vs. Skills Development





The background of the slide is a complex, abstract pattern of overlapping triangles and polygons in various shades of blue, ranging from light sky blue to deep navy blue. The pattern creates a sense of depth and movement.

2: Provide a Framework for Feedback

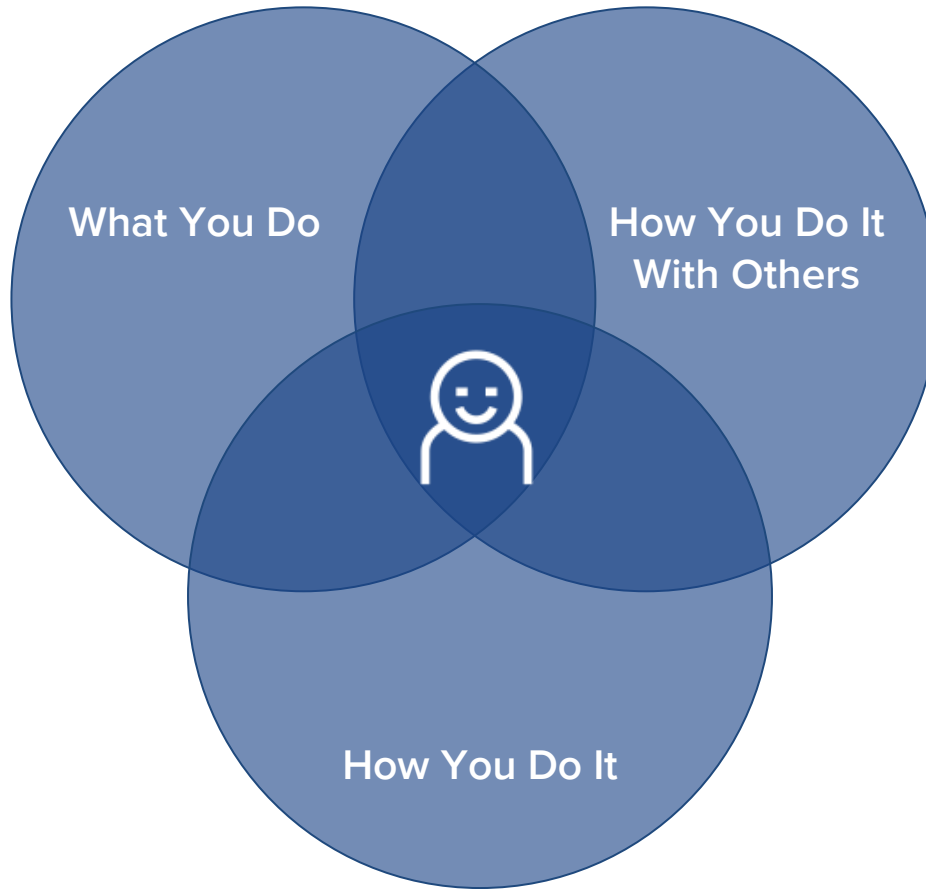
POLL

Does your company have a competency framework to define an expectation for quality outputs?

- Yes, and it's used.
- Yes, but it's neglected.
- No, but we hope to in 2018.
- No and we don't have plans.

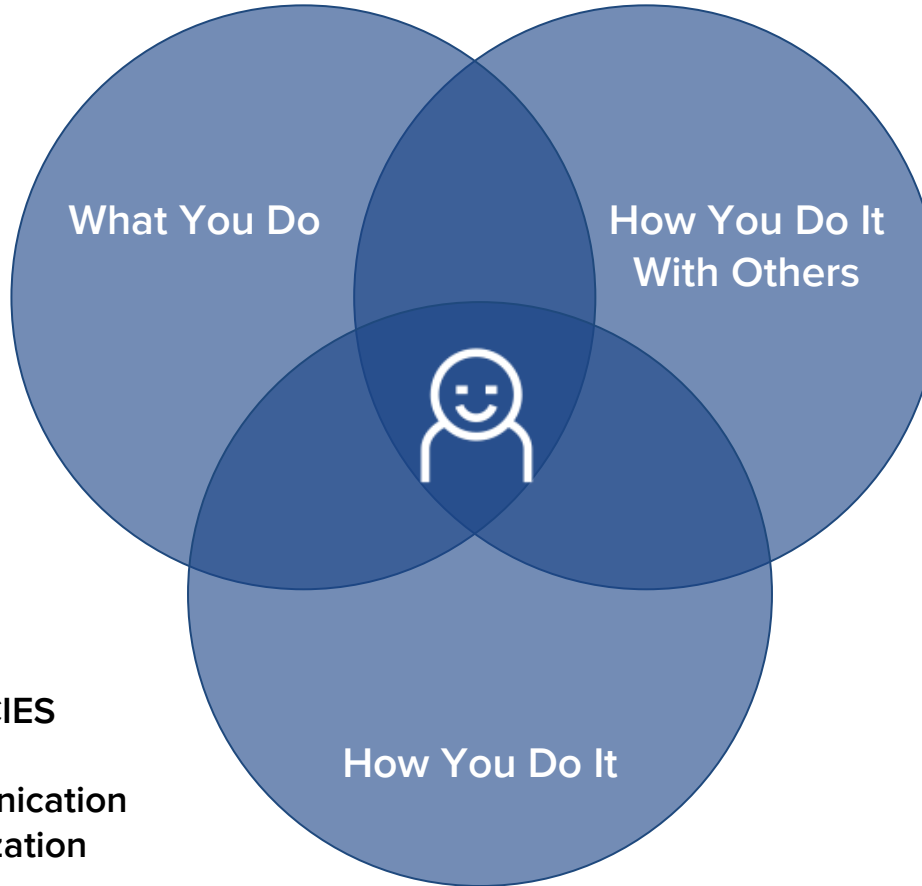
50%

of employees know
what's expected of
them at work



RESPONSIBILITIES

- Manage client projects



COMPETENCIES

- Open communication
- Organization

ORGANIZATIONAL CITIZENSHIP

- Fosters trust
- Client centric

Proficiency Definitions

Go To:

[Career Development Tool](#)

[Position Gap Analysis](#)

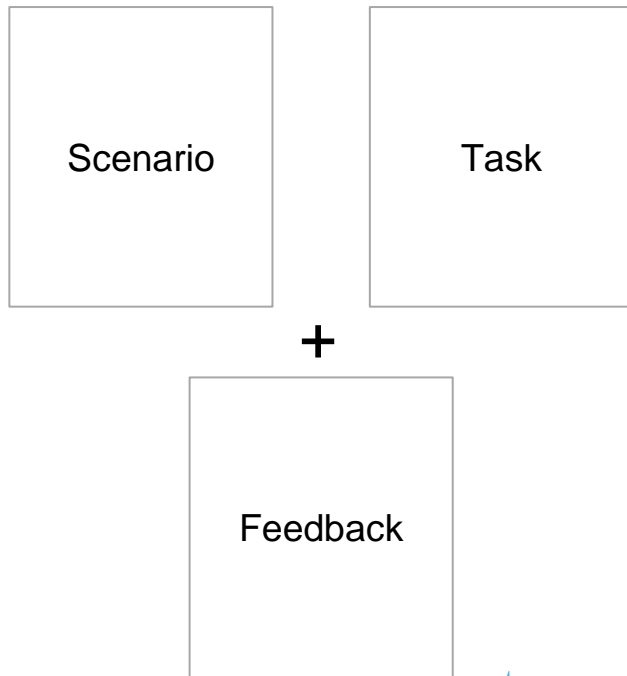
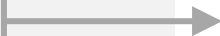


Proficiency	Analogy	
Expert	Creates new ways of weaving rope	<p>Able to explain issues in relation to broader organizational issues / able to apply competency in any situation</p> <p>Applies skill across multiple projects or functions</p> <p>Creates new applications or processes that are adopted and used by others in the organization</p> <p>Expert-level knowledge, understanding, and application of the competency required to be successful in the job.</p> <p>Has a strategic focus</p> <p>Recognized by others as an expert in the competency and is sought out by others throughout the organization (SME)</p> <p>Works across team, department, and organizational functions</p>
Advanced	Understands rope making	<p>Can apply knowledge outside the scope of one's position</p> <p>Has a long-term perspective</p> <p>Helps develop materials, resources and processes in the competency</p> <p>Highly developed knowledge, understanding, and application of the competency required to be successful in the job and organization (total r</p> <p>Is able to coach or teach others on the competency</p>
Proficient	Can tie complex knots	<p>Ability to handle non-routine problems and situations</p> <p>Capable of assisting others in the application of the competency</p> <p>Consistently demonstrates success in the competency</p> <p>Detailed knowledge, understanding, and application of the competency required to be successful in the job</p> <p>Requires minimal guidance or supervision / works independently</p>
Basic	Can tie basic knots, learning complex knots	<p>Basic understanding and knowledge sufficient enough to handle routine tasks</p> <p>Basic understanding or knowledge needed for the job</p> <p>Requires some guidance or supervision when applying the competency</p> <p>Understands and can discuss terminology and concepts related to the competency</p>
Aware	Learning basic knots	<p>Competency has been minimally demonstrated</p> <p>Limited use of competency required for the job</p> <p>May have had limited opportunity to apply the competency</p> <p>May have limited understanding of the competency</p>

Role Design – Responsibilities

Responsibilities

- Translate business needs to technical specifications
- Design, build and deploy BI solutions (e.g. reporting tools)
- Maintain and support data analytics platforms (e.g. MicroStrategy)
- Create tools to store data (e.g. OLAP cubes)
- Conduct unit testing and troubleshooting
- Evaluate and improve existing BI systems
- Collaborate with teams to integrate systems
- Develop and execute database queries and conduct analyses
- Create visualizations and reports for requested projects
- Develop and update technical documentation



Role Design – Competencies

- Excellent organizational skills
- Strong verbal and written communication skills
- Professionalism while collaborating with varying managerial levels

Organizational



“Tell me about a project that required careful organization over a long period of time.”
“What’s your experience around scheduling, file management and email management? How do you approach each of those?”

Role Design – Culture

Client-Centric	Does this person make reasonable decisions with the client's best interests in mind?
Ownership	Does this person exhibit a “buck stops here” mentality for projects they've been assigned?
Openness	Does this person allow appropriate visibility into the work they are doing including mistakes and errors?
Trust	Does this person delegate appropriately with full faith that the task will be accomplished to its best outcome?
Integrity	Does this person take responsibility for their actions inside and outside of formal projects?
Excellence	Does this person strive to give their best work in whatever they are tasked to do?

3: Lean on Peers

88%

work on at least a weakly matrixed team

49%

work on multiple teams some days,
reporting to the same manager (slightly matrixed)

18%

work on multiple teams every day,
reporting to the same manager (matrixed)

17%

work on multiple teams every day,
reporting to the different managers (super-matrixed)

“Gallup research shows that managers should not save critical conversations for once-a-year performance reviews—engagement flourishes when employees receive regular, actionable feedback on their progress.”

— McKinsey and Co.

Avenues for Recognition

PROJECT-BASED

PERFORMANCE-
BASED

COLLABORATION
- BASED



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Avenues for Recognition

PROJECT-BASED

- Definitive Timeline
- Assessed by project scope and responsibilities
- In some cases based on success of project

PERFORMANCE-BASED

- Continuing Timeline
- Competency Based
- Contributions of unique and valuable skills

COLLABORATION - BASED

- Continuing Timeline
- Values Based
- Support of team and members

4: Provide a Toolbox

Dimensions of Recognition/Feedback

**FORMAL
vs.
INFORMAL**

**MONETARY
vs.
NON-
MONETARY**

**INDIVIDUAL
vs.
COLLECTIVE**

Non-Monetary



Personal



Written



Electronic



Public





Considerations

Timing	Immediate
Level and Nature of Achievement	Major Milestone, Extra Effort, Display of Organizational Citizenship, Leadership, Formal Education
Available Medium	Email, Chat, Employee Record, Note, Face-to-Face, Team Meeting, Enhancement of Role, Special Learning, Mentor Invitation, Invitation to Teach
Employee Preference/Manager Comfort	Private, Social, Formal, Informal, Collective, Individual

Self/Team Assessment

- What are the best avenues for feedback for your team?
- What avenues are you most comfortable with? What avenues could you become more comfortable with?
- What avenues are most effective with specific employees?
- What are “occasions” that you should actively watch for?

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5: Ask for employees to provide feedback

Feedback and Recognition

Planning for You

Reciprocal
Relationship

Feedback and Recognition

- Where are things going well? Where are they struggling?
- What's the frequency?
- What's the meaningfulness?
- What's the helpfulness?

Feedback and Recognition

What department are you in?	Product
What team are you on?	Product Marketing
How often do you receive feedback from your manager?	Monthly
How meaningful and timely is the feedback you receive?	Very Helpful
Will this feedback help you to improve your work output in the future?	Yes

SUMMARY

Therefore, **what?**

Increase Employee/Manager Interaction

Provide a Framework for Feedback

Lean on Peers

Provide a Toolbox

Ask for employees to provide feedback

Questions?

Thank you!



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