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# Performance Evaluations: Hitting a Home Run

*Presented by Cherrie Nelson*

*5/16/2008*



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# Softball Returns to WSU





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# Sport to be Added in '09-10

- Will play as independent and join conference in near future
- 5th school from Big Sky Conference to have softball
  - Idaho State, Northern Colorado, Portland State, and Sacramento State
- Will be sixth Utah NCAA Division I school
  - BYU, Southern Utah, Utah, Utah State, and Utah Valley
- Softball not new to Weber State – was here from 1974-1983



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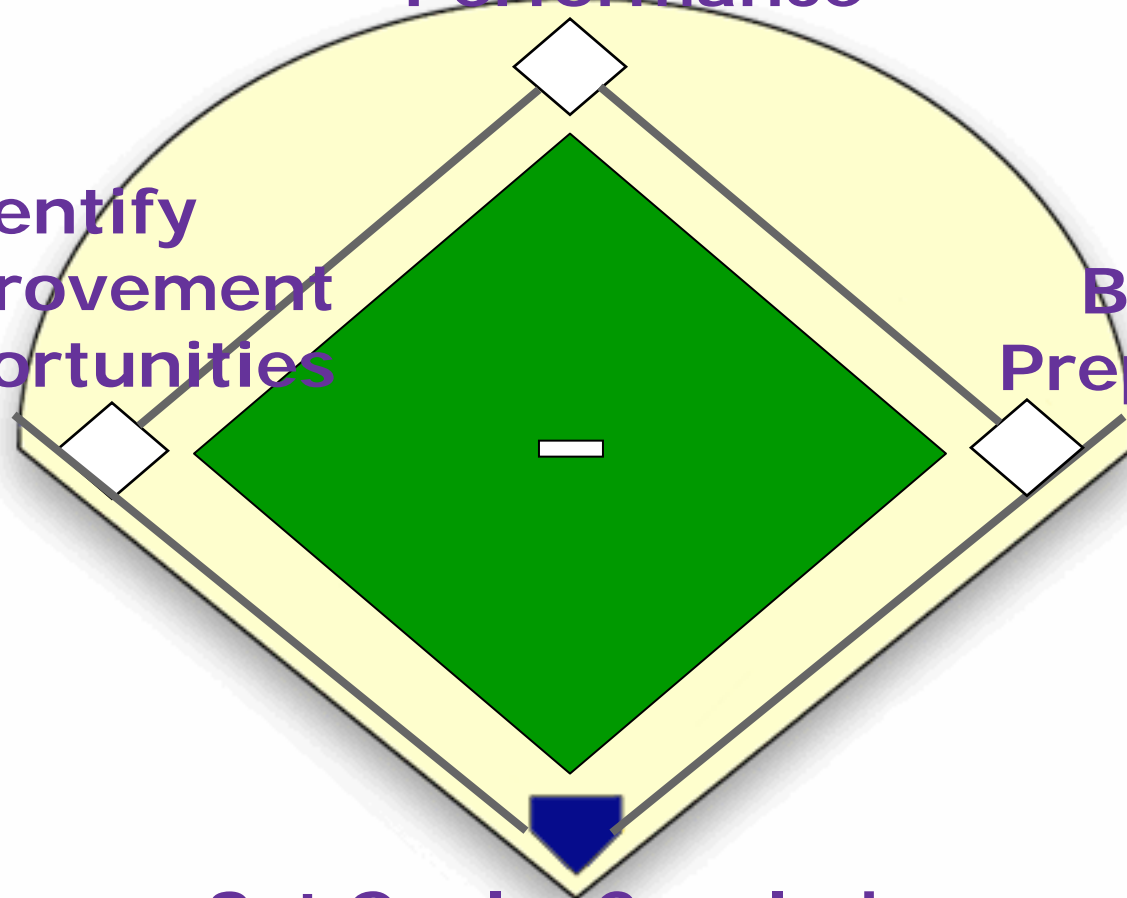
Thanks to  
insight  
from  
Dr. Glenn  
McEvoy,  
USU

# Performance Evaluations: Hitting a Home Run

Listen; Reinforce Good  
Performance

Identify  
Improvement  
Opportunities

Be  
Prepared



Set Goals; Conclude



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# Many Potential Benefits Arise from Performance Appraisals

- Provides a formal line of communication
- Sets expectations
- Assists individuals develop the tools they need to become more productive
- Helps individuals grow
- Recognizes individual talents and potential
- Provides guidance for salary decisions



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# Many Potential Benefits Arise from Performance Appraisals

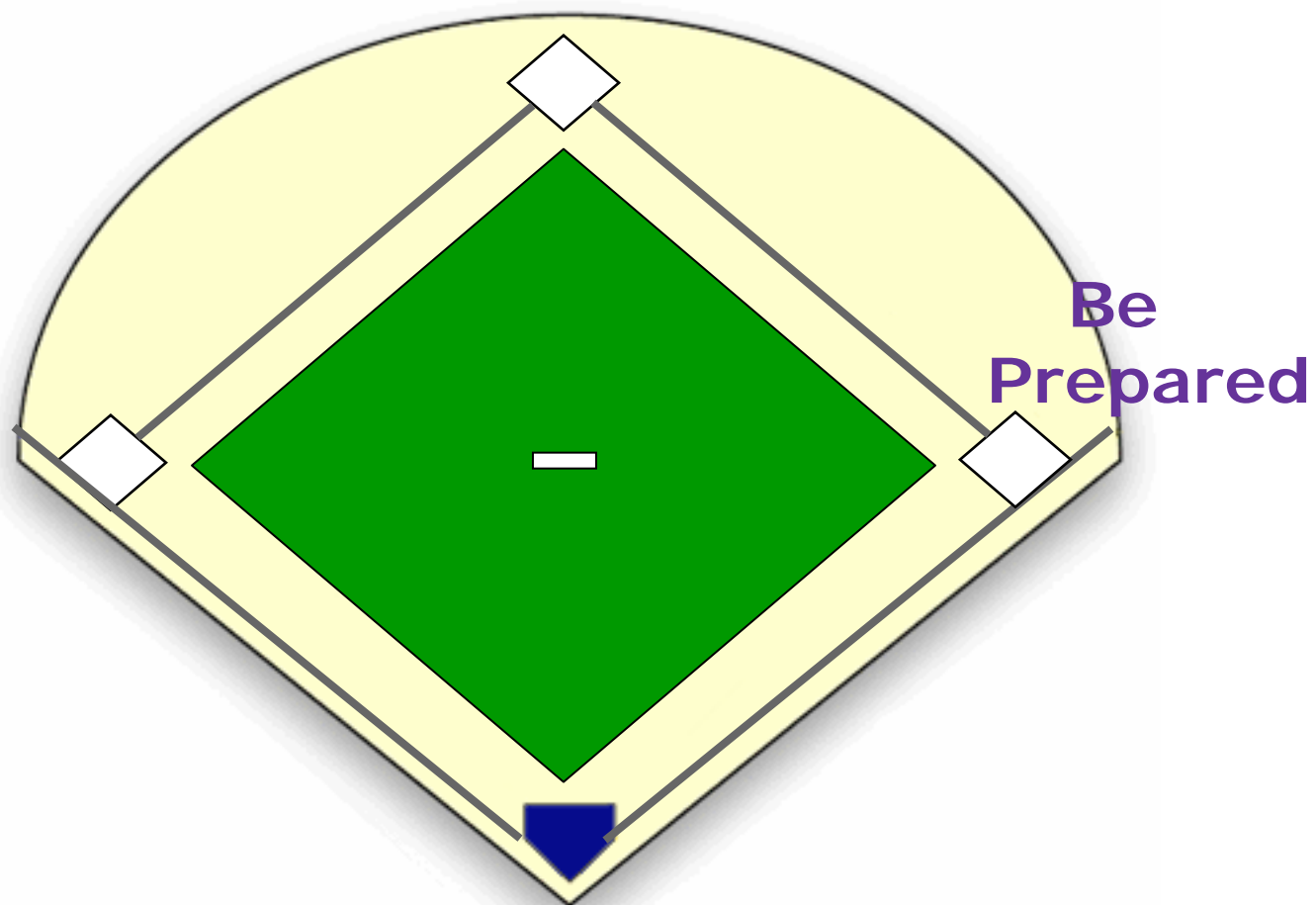
- Increase motivation to perform effectively
- Increase staff self-esteem
- Gain new insight into staff and supervisors
- Better clarify and define job functions and responsibilities
- Develop valuable communication among appraisal participants
- Encourage increased self-understanding among staff as well as insight into the kind of development activities that are of value
- Distribute rewards on a fair and credible basis
- Clarify organizational goals so they can be more readily accepted
- Improve institutional/departmental manpower planning, test validation, and development of training programs

[Mohrman, Resnick-West and Lawler \(1989\)](#)



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# Getting to 1<sup>st</sup> Base





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# 1<sup>st</sup> Base: Be Prepared



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# Keep Effective Records

- Substantiate statements with facts, examples, details
- Maintain a performance diary/critical incident file
- *How do you keep effective records?*



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Be  
Prepared

# Thoroughly Prepare Prior to Interview

- Review job requirements and organizational mission/strategy
- Encourage employee self-appraisal prior to the interview



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# Set the Stage Carefully

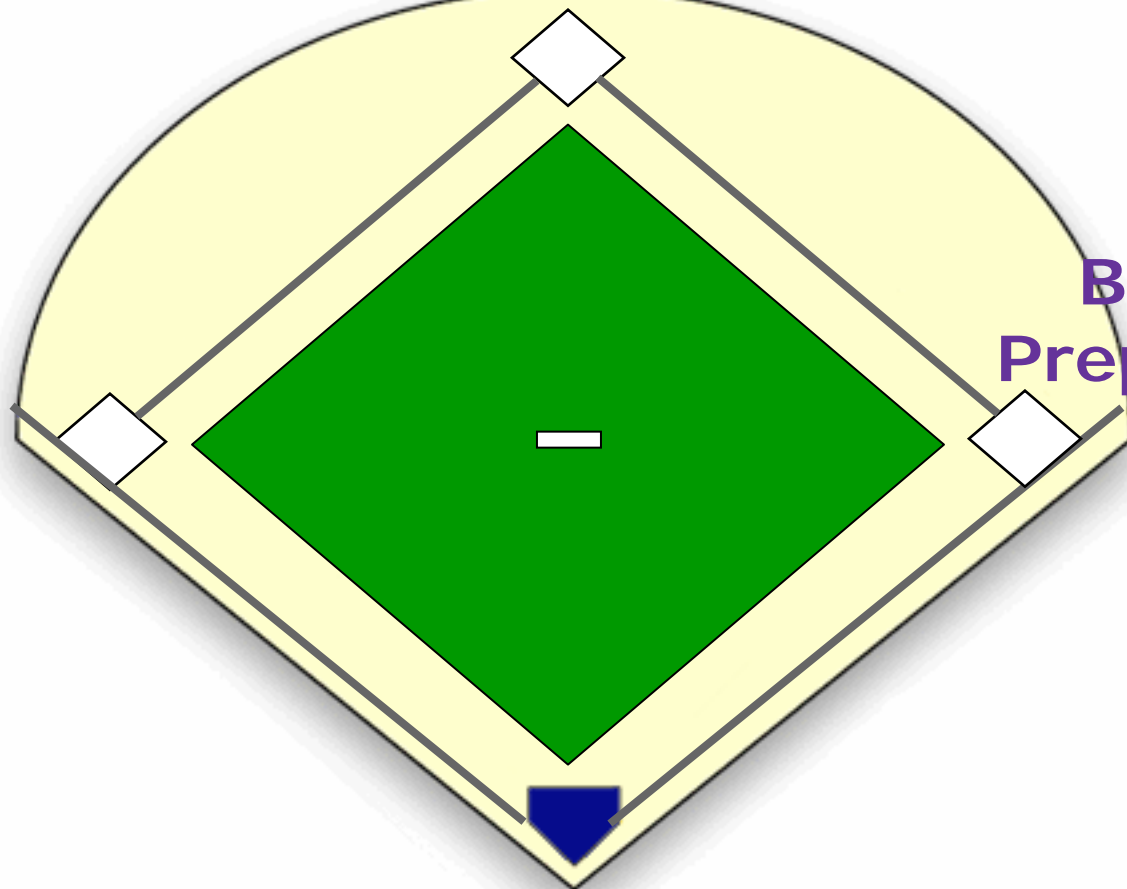
- Provide plenty of advanced notification
- Provide sufficient time free from interruptions
- Conduct the interview in a neutral location
- Explain the purpose of the review (i.e., probationary or annual)



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# Getting to 2<sup>nd</sup> Base

Listen; Reinforce Good  
Performance



Be  
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Listen;  
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# Listen

- Reflect back (paraphrase) what you hear to assure understanding
- Make notes as you listen
- *How good of a listener are you?*



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Listen;  
Reinforce  
good  
perfor-  
mance

# Reinforce Good Performance

- Agree with what you can in the employee's self assessment
- Identify and encourage employee strengths
- Ask what developmental opportunities the employee thinks s/he needs and what you can do to help



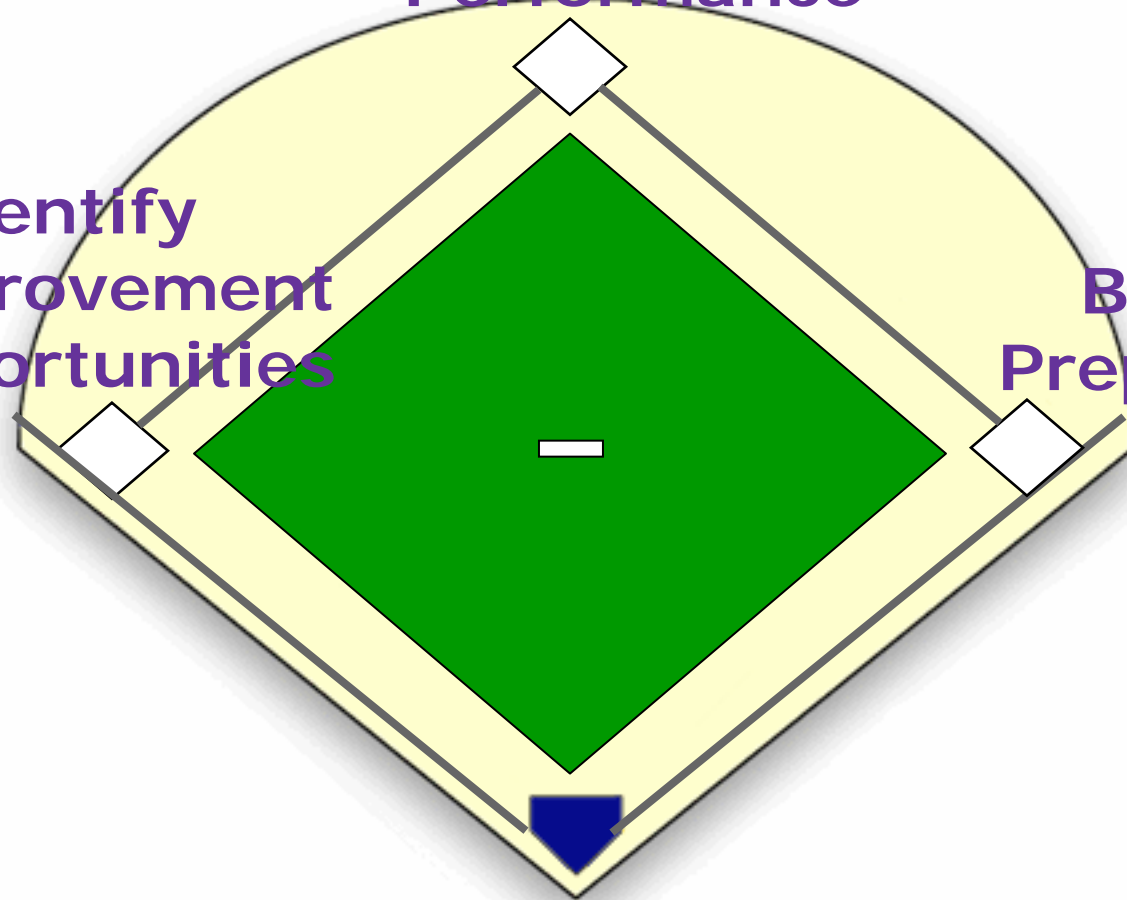
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# Getting to 3<sup>rd</sup> Base

Listen; Reinforce Good  
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Identify  
Opportunities  
for  
Improvement

**Dilbert** by Scott Adams





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Identify  
Opportunities  
for  
Improvement

# Explain the Developmental Areas

- Limit the number to three
  - If more than three, have another meeting
- Focus on behaviors and outcomes, not on “personality”
- Don’t beat around the bush
  - Be straightforward, candid, cite specific examples
- Use assertive communication



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Identify  
Oppor-  
tunities  
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# Types of Conflict

- *Simple* conflict – A disagreement
  - Often agreement on facts, but different interpretations
- *Surface* conflict – A misunderstanding
  - Results from unclear or incomplete communication
- *Ego* conflict – An emotional conflict
  - Departure from facts and involvement of personalities
- *Unstated* conflict – Demonstrated by resistance and not by words



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Identify  
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# Specific Techniques Can Resolve Conflict

- *Simple* conflict – Agree to disagree
- *Surface* conflict – Clarify the points in dispute
- *Ego* conflict – Refocus on the problem, not the person
- *Unstated* conflict – Bring the point of dispute to the surface by acknowledging the existence of the problem
  - Probe for ways of solving it together
- *Case studies*



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Identify  
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# Guidelines for Effectively Managing Conflict

- Address the conflict as soon as you see it
- Include positive performance aspects in your discussion of the negatives when possible
- Ask for the employee's input when searching for reasons for a particular behavior or solutions to a problem
- Enumerate positive results to be gained by working through the conflict together
- Encourage employee problem solving



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# 7<sup>th</sup> Inning Stretch



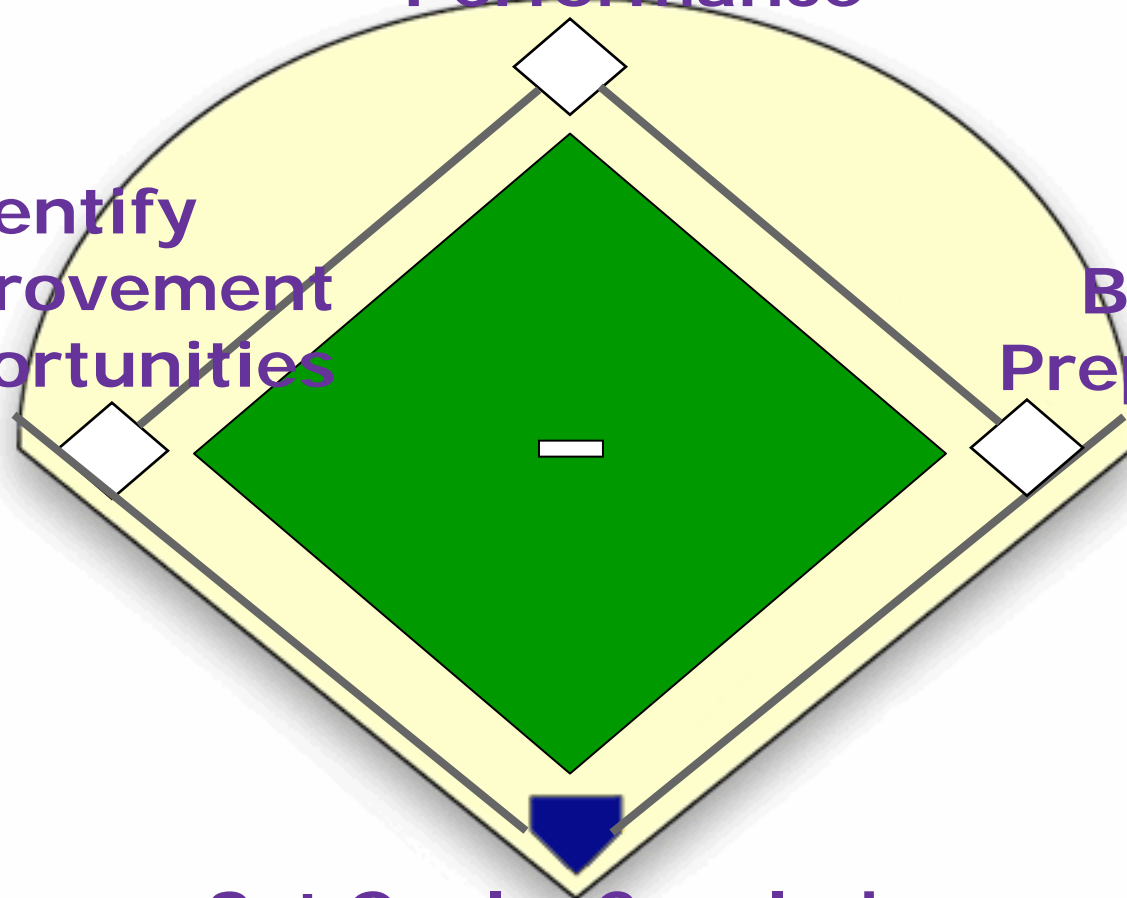
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# Getting Home

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Set Goals; Conclude



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Set  
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# Jointly Set Goals

- Clarify performance expectations and timetables
- Identify any rewards or punishments that are contingent upon meeting performance expectations



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Set  
Goals;  
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# Goals Should be SMART

- **S** – Specific
- **M** – Measurable
- **A** – Agreed upon
- **R** – Realistic/Relevant
- **T** – Time focused

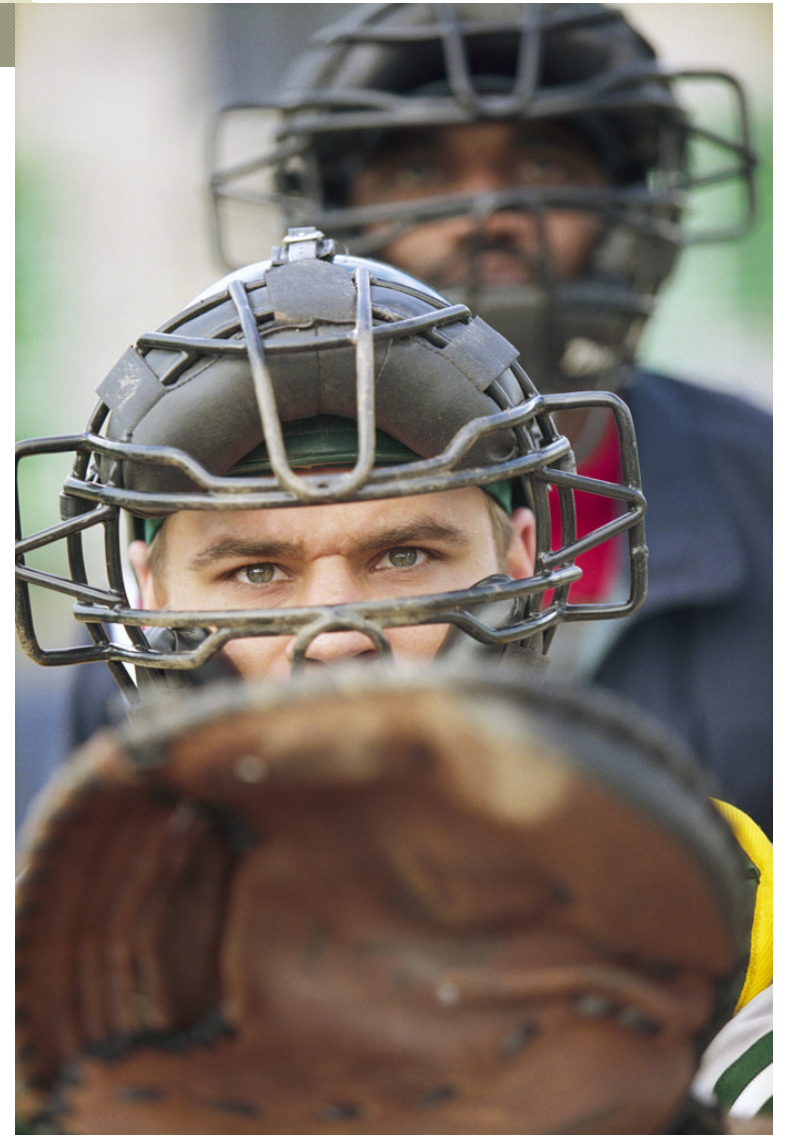


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Watch for  
Tricky  
Pitches

# Watch Out for Tricky Pitches

**3 strikes and  
you're out!**





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Watch for  
Tricky  
Pitches

# Types of Tricky Pitches



- **Fastball** – Ee is surprised
- **Dropball** – Ee has similar performance objectives as others
- **Screwball** – Ee's review reads the same from year to year
- **Change-up**– Review is not honest
- **Riseball**– Ee and Mrg disagree about date of review
- **Curveball**– No documentation for demotions, discharges, promotions



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Watch for  
Tricky  
Pitches



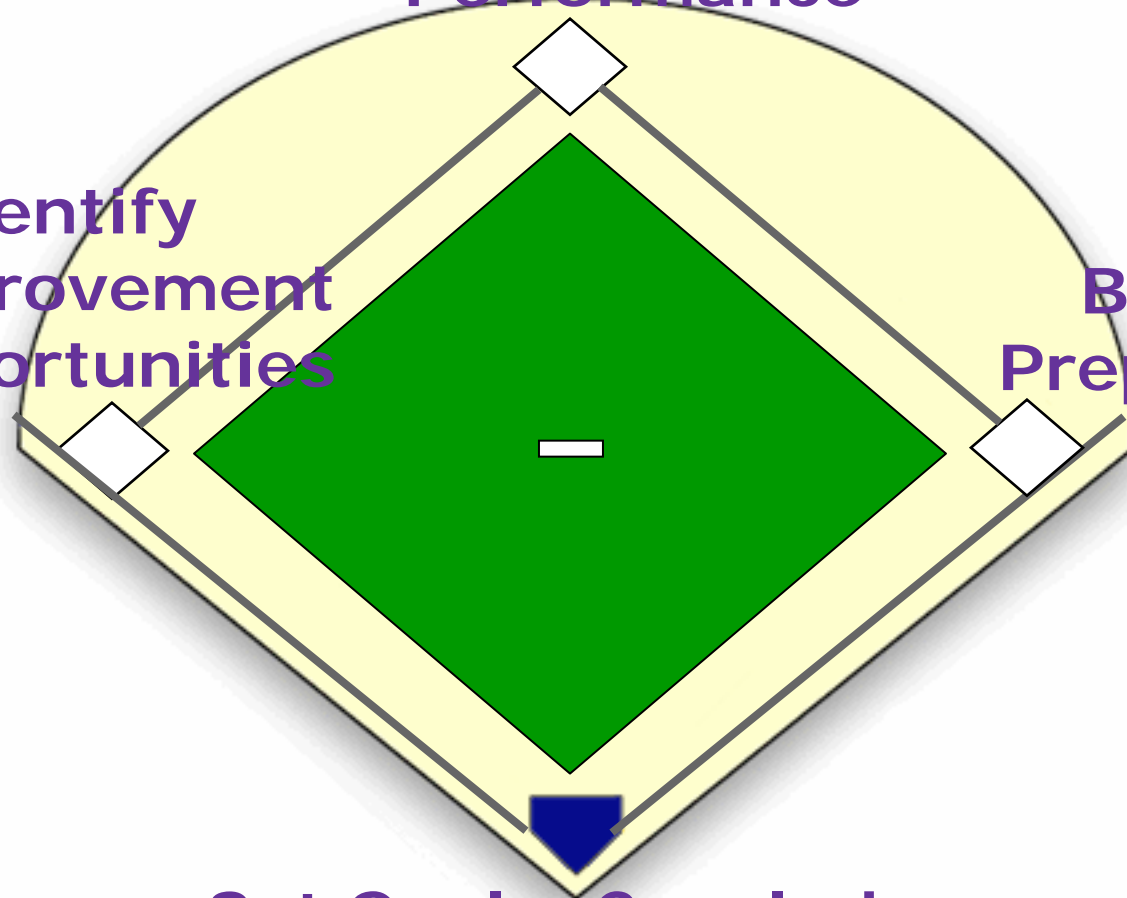
Be a  
Team like  
Team  
Hoyt!

# Summary

Listen; Reinforce Good  
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Set Goals; Conclude



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# The Future of Performance Appraisals

- Online (intranet)
- **360 degree feedback**
  - Many vendors provide this service
  - Franklin Covey has something similar for managers
    - Leadership: Great Leaders, Great Teams, Great Results