Performance Evaluations: Hitting a Home Run

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5/16/2008
Softball Returns to WSU
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
Performance Evaluations: Hitting a Home Run

Listen; Reinforce Good Performance

Identify Improvement Opportunities

Be Prepared

Set Goals; Conclude

Thanks to insight from Dr. Glenn McEvoy, USU
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
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)
Getting to 1st Base

Be Prepared
1st Base: Be Prepared

I got a text message from our boss.

"Keep up wrk."

What does that mean?

You just got your annual performance review.

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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?
Thoroughly Prepare Prior to Interview

- Review job requirements and organizational mission/strategy
- Encourage employee self-appraisal prior to the interview
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)
Getting to 2\textsuperscript{nd} Base

Listen; Reinforce Good Performance

Be Prepared
Listen

- Reflect back (paraphrase) what you hear to assure understanding
- Make notes as you listen

*How good of a listener are you?*
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
Getting to 3rd Base

Listen; Reinforce Good Performance

Identify Improvement Opportunities

Be Prepared
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
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
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*
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
Getting Home

Listen; Reinforce Good Performance

Identify Improvement Opportunities

Be Prepared

Set Goals; Conclude
Jointly Set Goals

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

- **S** – Specific
- **M** – Measurable
- **A** – Agreed upon
- **R** – Realistic/Relevant
- **T** – Time focused
Watch Out for Tricky Pitches

3 strikes and you’re out!
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
Be Prepared

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Identify Improvement Opportunities

Set Goals; Conclude

Watch for Tricky Pitches

Be a Team like Team Hoyt!
The Future of Performance Appraisals

- **Online (intranet)**
- **360 degree feedback**
  - Many vendors provide this service
  - [Franklin Covey](http://www.franklincovey.com) has something similar for managers
  - Leadership: Great Leaders, Great Teams, Great Results