



Improving Performance

**Consulting and Training Services
in Performance Management**



Outcomes

Outcomes of successful performance management processes with quality training:

- Direct and positive impact on bottom line results
- More highly motivated employees
- Employees that are better equipped for more responsibility
- Greater retention of high potential employees
- Greater use by employees of their discretionary efforts
- Clarity in performance expectations and goals for all employees
- Managers that are highly skilled coaches -- well equipped to provide quality performance feedback
- Greater trust by employees in the company and their managers -- (communicated with more frequently and treated fairly)

Issues and Problems

Our research and experience says that the absence of a quality performance management process with inadequate training results in:

- Little or no knowledge of performance expectations and goals -- lack of focus and direction
- The absence of quality interactions between managers and employees around performance issues
- "Everyone" receiving the 'same' performance ratings
- Inequitable ratings -- "high" raters and "low" raters
- Weak succession planning -- because of the lack of quality feedback upon which such plans are built
- Managers that are weak coaches
- No pay for performance - lack of relationship between performance and rewards
- Ratings that don't reflect the entire year
- Employees with little or no knowledge of how they can have an impact on their performance results
- Ratings that don't correspond to real performance
- Performance management forms that are tedious and difficult to use
- No clear competencies [what it takes to achieve goals and objectives]
- **Performance management processes that have little or no impact on helping "drive results"**

Training Outcomes

Successful performance management includes quality communication and training that lead managers and employees to...

- ... a better understanding of the performance management process and how to use it effectively (objectives and competencies)

and allow managers to be skilled in...

- ...being “tough on problems and gentle with people” as they use the process
- ... how to prepare for employees’ reviews, interact during the review, and get the maximum impact from it
- ... how to be consistent in their reviews in relation to how the direct report really did

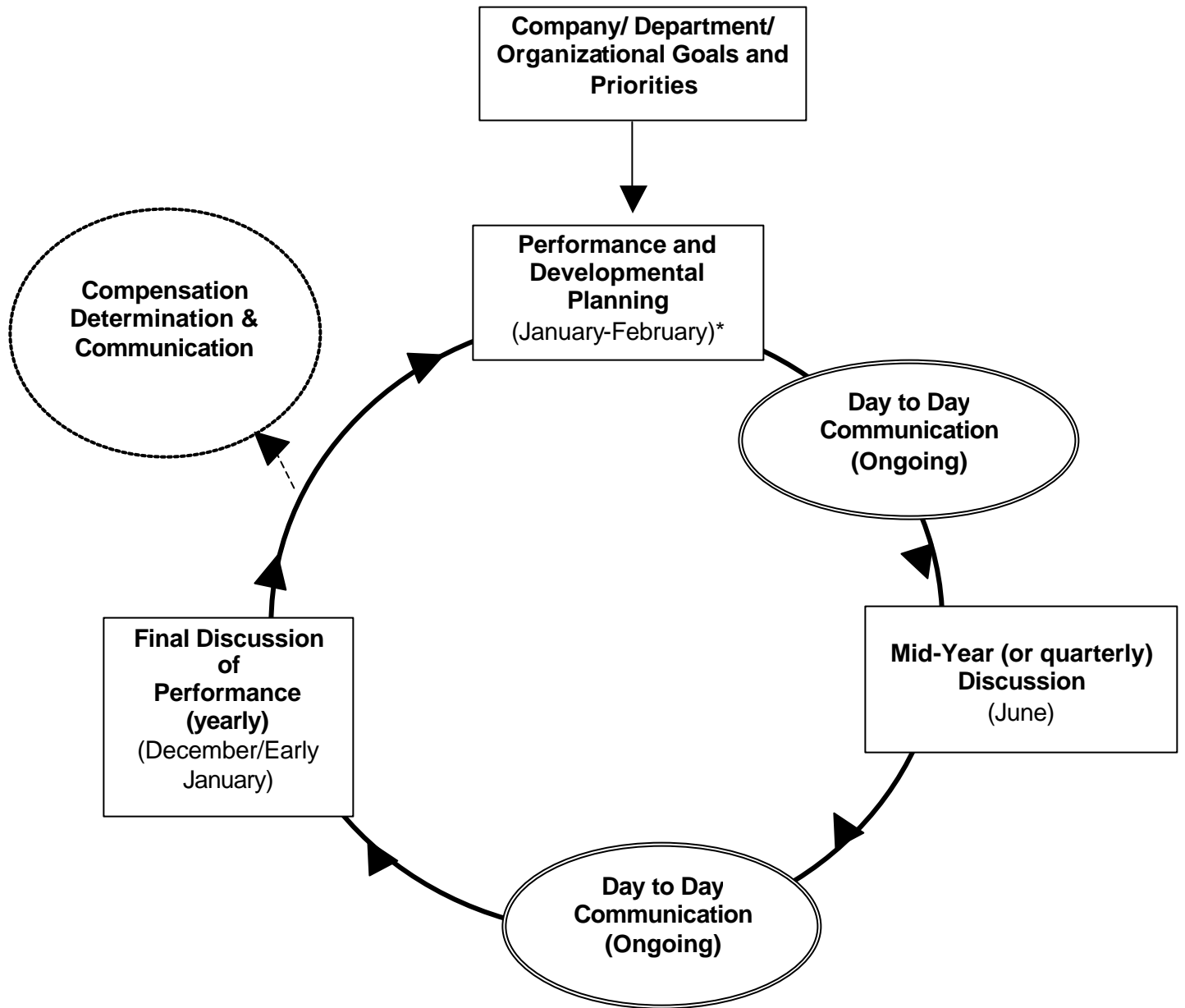
and teach employees how to...

- ... prepare for their own personal review, interact during the review, and get the maximum benefit from it.

Process Overview

1. **Organizational Research and Preparation.** Hayes consultant(s) research the existing performance management processes and review all forms and related materials used. This research also includes patterned interviews and/or focus groups with a cross section of those who will use the process. Hayes will use their research and experience to include best practices from multiple organizations.
2. **Development of Effective Performance Management Process.** From the research, Hayes works with the client to develop a comprehensive performance management process. This includes the form and process for focusing on responsibilities, objectives, competencies, and personal develop needs. It also includes the details for the administration of the process (timing, who does what, relation to compensation, etc.). Hayes will also work with clients to integrate the PMP into software packages (either off-the-shelf or customized).
3. **Development of Performance Management Training Workshops.** Hayes consultant(s) design and develop a special Performance Management Training Workshop for all those involved in the new process. Managers are trained in the workshop so that the results of the PMP are maximized. Special training is highly recommended for employees on what to expect and how to interact with the manager.
4. **Communication Rollout.** Hayes consultant(s) works with the client to rollout the new Performance Management Process, including introductory communications, rollout plans, train-the-trainer plans, and implementation timing.
5. **Training.** Hayes consultants can provide the training for managers and/or employees or can train others to provide the training. Sometimes the PMP training can be done through e-learning /computer based training.

PMP Cycle (sample)



* This sample is based on a calendar year. Months are only for sample purposes.

Training Method

- TELL:** The trainers share key concepts with the participants. There is active participant involvement and lively discussion of the performance management process and how it relates to them.
- SHOW:** The trainers demonstrate the use of the process and the core skills necessary to accomplish the best results. Live or taped examples of giving feedback, communicating expectations, and dealing with the problem employee are demonstrated.
- DO:** Participants practice real world performance management situations that they bring from their own environment. Typically the trainer plays the role of employee and the manager gives feedback, communicates expectations, etc. These situations are privately videotaped for later feedback.
- FEEDBACK:** In small groups, the participants and a trainer review the videotapes, analyze them in relation to the performance effectiveness skills being developed, and give each other helpful feedback. The trainer also gives constructive feedback to each of the participants.

Training Options

Clients can choose from multiple training options. Shown here is one example of an on-going training process.

Session 1 –Communicating Performance Expectations Successfully
(preparation, the interaction, and follow-up)

Session 2 –Coaching Skills and Keeping Up with the Process

Session 3 –Conducting Effective Performance Reviews (preparation, the interaction, and follow-up).

Note: In each of the sessions, the participants bring and use real performance data. In fact, they leave the training session having worked through a real upcoming performance evaluation. Some organizations choose only to do basic communication, while others may do all three training sessions or a combination of the three sessions.

Clients (Partial List)

Hayes has worked with over 100 companies on performance management processes. We can design or revise the process, train managers and employees or train trainers, write or edit forms. Our goal is to implement a process that drives results and makes a positive contribution to the bottom line!

ABB – designed and developed customized Performance Management Process for North America Utilities division. Included fully customized training in the process and coaching. Has been successfully used for 3 years.

WESTINGHOUSE – revised a previous performance system to a competency-based process. Responsible for the training and rollout at multiple locations. Developed an interactive intranet/CD-Rom training module for use by field engineers around the world. Simultaneously, implemented competency-based 360° feedback surveys. Has been successfully used for over 7 years.

GKN –designed, developed and implemented a worldwide performance process. Has been successfully used for over 10 years.

HARVARD UNIVERSITY – developed and implemented a communication and performance system for over 7,000 support workers from the various colleges of the university. Continues to be used as the standard in most of the 23 colleges at Harvard.

NABISCO – revised a previous performance system and assisted in its implementation.

YAZAKI – trained and implemented a client-developed performance management system for selected manufacturing sites. Continues to be used.

SUNOCO (Engraph) – designed, developed, and implemented performance management throughout the Engraph division. Included training and rollout activities.