

## **Subject: Thoughts and Tips on Performance Review**

Performance review is often burdensome to leaders and managers. It is avoided or even despised by employees and knowledge workers. Using a collection of tips and ideas our objectives are to provide:

- some opinions that can reduce the burden of performance review
- a simple collaborative process that solicits objective feedback from important people and key stakeholders
- some tools that can cultivate effective dialog towards improving effectiveness
- an approach that focuses on key attributes that enhance work relationships

### **Tips**

For leaders and knowledge workers the following tips may be helpful:

- Separate performance review from compensation review
- Focus on opinions/ progress review not performance review. In our knowledge based economy performance is hard to quantify. At the same time, most of us like to receive feedback and value what our important people think of us.
- Understand that how we do what we do is more important than what we do. Good feedback requires us to think of the **roles we play and the attributes we display in performing our roles.**
- Feedback is more valuable when it is based on the candid opinions of important people who are directly impacted by the roles we play. We suggest you consider the input of:
  - A. **Key staff members** who are critical to the achievements of your business objectives and goals and/or
  - B. **Key recipients of the services** you or your business unit provides. These important people often help you define the roles you play.
- Use a simple, confidential opinion survey to collect feedback in a collaborative, simple, and non-threatening process.

**Please note:** This feedback does NOT replace other policy or regulatory mandated performance and competency reviews or reporting requirements.

### **THE PROCESS:**

1. **Roles and their definitions:**
  - a. Select the 3 to 5 most important roles you expect to play in the eyes of each of the above referenced groups. Appendix A provides a sample list of roles.
  - b. Select the 5 most important attributes you should demonstrate in performing your roles in relation to each of the above referenced groups. Appendix B provides a sample list of attributes.

- c. Make a list of the important people whose feedback you will solicit in each of the above referenced groups.
- d. It is advisable that you consult with your business leader (**the one who signs your paycheck**) in selecting your roles, attributes, and important people.
2. **Survey:** Create an introductory note to explain your objectives and the need for candid feedback. Using the key attributes you selected, write 5 to 10 short, simple qualitative survey statements. Survey recipients are asked to indicate to what extent they agree or disagree with each statement on a 5 point scale.
3. **Personal Assessment:** Assess to what extent you agree or disagree with each statement. This will help you compare how you view your role in comparison to how others see your role. For this process to be most effective you need to be very objective and honest with yourself.
4. **Survey participants:** Carefully select a cross section of your important people whose opinion you value and wish to receive. Send them your introductory note along with your survey. The survey **can be anonymous** and sent to an independent third party for tabulation and reporting.
5. **Tabulation:** The tabulated results could help provide a comparison between your personal assessment **and the average feedback** of each of the selected groups.
6. **Value:** Since it is based on the opinions of important people, the results of this survey are an excellent **self examination and discussion tool**. This could affirm you in your progress and/or identify areas of needed improvements. This can be a good tool for discussion with your leader or key important people for ongoing improvement.

To illustrate, let us assume that “Adam” is a Core Lab Manager and he has 12 direct reports. In his relationship with his team Adam wishes to focus on his role as a **leader** and a **coach**. In so doing he wishes to be **empowering, visionary, resourceful, disciplined, fair, and supportive**.

To further illustrate, let us assume that “Adam’s lab serves a large diverse mix of hospital departments. In the eyes of his key customers Adam wishes to focus on his role as a **business partner** and a **problem solver**. In so doing he wishes to be **collaborative, creative, honest, responsive, and reasonable**.

Appendix C illustrates a sample survey and appendix D illustrates a sample comparative report

## Appendix A: Sample List of Roles

- Administrator
- Advisor
- Advocate
- Arbitrator
- Authority
- Catalyst
- Champion
- Change Agent
- Coach
- Communicator
- Craftsman
- Enabler
- Encourager
- Facilitator
- Friend
- Guard
- Guide
- Influencer
- Leader
- Listener
- Mentor
- Model
- Motivator
- Observer
- Organizer
- Overseer
- Participant
- Partner
- Planner
- Provider
- Resource
- Sounding board
- Supporter
- Teacher
- Team Player
- Troubleshooter
- Visionary

## Appendix B: Sample List of Attributes

- Accurate
- Adaptable
- Affirming
- Aggressive
- Analytical
- Articulate
- Attentive
- Authentic
- Available
- Calm
- Careful
- Caring
- Challenging
- Charismatic
- Charitable
- Clear
- Collaborative
- Committed
- Communicative
- Compassionate
- Competitive
- Confident
- Connected
- Conscientious
- Conservative
- Creative
- Credible
- Decisive
- Demanding
- Dependable
- Determined
- Diligent
- Diplomatic
- Direct
- Discerning
- Disciplined
- Emotional
- Empathetic
- Encouraging
- Entrepreneurial
- Ethical
- Experienced
- Fair
- Firm
- Friendly
- Generous
- Goal Oriented
- Gracious
- Helpful
- Honest
- Imaginative
- Independent
- Influential
- Insightful
- Just
- Knowledgeable
- Methodical
- Motivating
- Nurturing
- Observant
- Optimistic
- Perceptive
- Personable
- Persuasive
- Practical
- Precise
- Professional
- Provocative
- Realistic
- Reflective
- Reliable
- Resilient
- Resourceful
- Responsible
- Risk taking
- Sensitive
- Supportive
- Tactful
- Trend setting
- Trustworthy
- Truthful
- Unconventional
- Understanding
- Willing
- Warm
- Wise

## Appendix C: Example of Survey Statements

### Direct Reports Survey Statements

<p><b>In your relationship with Adam as your Leader and Coach, to what extent do you agree with the following statements?</b>  <b>(5=Totally Agree &amp; 1=Totally Disagree)</b></p>	<p><b>I TOTALLY</b>  <b>Agree ← → Disagree</b></p>
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1. I feel <b>empowered</b> to be the best that I can be.	5	4	3	2	1
2. I receive adequate <b>direction</b> and <b>advice</b> whenever I need it.	5	4	3	2	1
3. I am <b>encouraged</b> by the visionary leadership I am provided and optimistic about what the future holds for my work.	5	4	3	2	1
4. I am provided with the <b>structure and disciplines</b> I need for my roles.	5	4	3	2	1
5. I have a <b>very supportive and trusting</b> relationship with my leader.	5	4	3	2	1

### Stakeholders Survey Statements

<p><b>In your relationship with Adam as the business partner and resource in the Core Lab, to what extent do you agree with the following statements?</b>  <b>(5=Totally Agree &amp; 1=Totally Disagree)</b></p>	<p><b>I TOTALLY</b>  <b>Agree ← → Disagree</b></p>
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1. I consider our relationship to be a very <b>collaborative partnership</b> in providing critical clinical services.	5	4	3	2	1
2. I enjoy the <b>responsiveness</b> we receive in our highly demanding environment.	5	4	3	2	1
3. I appreciate the <b>collaborative creativity</b> that is often presented in adapting resource constraints to our growing requirements.	5	4	3	2	1
4. I highly value and respect the <b>integrity</b> of our partnership.	5	4	3	2	1
5. I can always expect a <b>reasonable</b> attitude in solving critical problems.	5	4	3	2	1

## Appendix D: Example of Survey Results

### Response:

- **A: Average of all responses received on a 5 point scale**
- **B: Team Lead input on a 5 point scale**
- **C: Percentage variance. Positive or negative**

### Example of Direct Reports Survey Statements

**Question: In your relationship with Adam as your Leader and Coach, to what extent do you agree with the following statements? (5=Totally Agree & 1=Totally Disagree)**

Survey Statements	A	B	C
1. I feel <b>empowered</b> to be the best that I can be.	4.5	5	10%-
2. I receive adequate <b>direction</b> and <b>advice</b> whenever I need it.	4.9	4	0%
3. Coaching support and <b>encouragement</b> are available whenever I need it.	3.8	3	26%
4. I am provided with the structure and <b>disciplines</b> I need for my roles.	4.2	3	40%
5. I have a very <b>trusting</b> relationship with my leader.	4.3	5	14%-
<b>OVERALL RATING on a Scale of 5</b>	<b>4.3</b>	<b>4</b>	<b>8.5%</b>

### Example: Stakeholders Survey Statements

**Question: In your relationship with Adam as the business partner and resource in the Core Lab, to what extent do you agree with the following statements? (5=Totally Agree & 1=Totally Disagree)**

Survey Statement	A	B	C
1. I consider our relationship to be a very <b>collaborative partnership</b> in providing critical clinical services.	3.1	5	40% -
2. I enjoy the <b>responsiveness</b> we receive in our highly demanding environment.	2.5	3	50% -
3. I appreciate the <b>collaborative creativity</b> that is often presented in adapting resource constraints to our growing requirements.	4.3	3	43%
4. I highly value and respect the <b>integrity</b> of our partnership.	4.2	5	16%-
5. I can always expect a <b>reasonable</b> attitude in solving critical problems.	4.3	5	14%-
<b>OVERALL RATING on a Scale of 5</b>	<b>3.7</b>	<b>4.2</b>	<b>11.9%-</b>