
The Mathis Group's Messenger

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Achieving The Maximum Performance From Every Worker Part I

During many staff meetings, one main topic of discussion is how to generate an increase in performance from employees. Performance is the completion of tasks and actions as prescribed by job descriptions, processes, norms, policies, or handbooks. While the majority of managers will say that there needs to be guidelines by which performance is measured, several will resist initiating performance management into their workplace.

Why is this? If managers agree that performance should be monitored and improved upon, why do so many oppose taking the necessary action? There are several reasons why project managers resist performance management.

- Project managers are in their comfort zone
- Project managers think their workers are performing as high as possible
- Project managers lack confrontation skills and are fearful
- Project managers look at performance management as holding hands
- Project managers feel they are too busy to focus on performance
- Project managers have different standards for themselves and their staff

There are eight phases of performance management of which a supervisor should have knowledge.

Performance Planning

Performance planning is determining the desired performance in which each employee should strive. There are several advantages to utilizing performance planning. First, it allows managers to detect performance issues and create changes to correct them. Next, it institutes steps for making good workers better.

According to A. Gostick, “Many employees distrust management. They believe coworkers first, immediate supervisors next, and upper management always last. One study indicated that 43% of all employees are not just suspicious; they firmly believe that senior management lies and is trying to cheat them. In contrast, a similar study showed that 96% believe their immediate supervisor is always or normally telling the truth.” (Gostick, A, & Chester, E., Managing With Carrots, p. 40) You need to give your employees reason to trust and respect you.



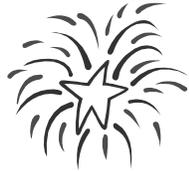
(continued on page 2 *Getting The Maximum Performance From Every Worker*)

Ask more of yourself than anyone can ever ask of you, and that way you'll always be prepared for whatever is coming.

*Darrin DeWitt Henson
Actor and choreographer*

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*Have a
happy, safe, and
fun 4th of July.
Enjoy celebrating
with your family
and friends!*



*(continued from page 1 Getting The Maximum
Performance From Every Worker)*

In order to allow your employees the greatest chance of success you ought to:

1. Clarify expectations up front.
2. Have continual training as needed to equip your employees with the best information and skills possible.
3. Disseminate information as necessary for worker decision making.
4. Provide sufficient equipment and tools.
5. Communicate realistic changes and give ample time to complete those changes.
6. Have up-to-date policies and procedures.

Performance communication

Communicating expectations of an employee's performance is essential from the very beginning. There are several ways in which this can be done: job descriptions, core competencies, job indicators, policy and procedures, briefings, and strategic objectives. Any of these avenues will ensure that employees are well aware of everything that is expected of them.

Data gathering and documentation

There are certain indicators that can be watched to

determine whether or not your employee is accomplishing your organization's performance standards to the level desired.

- Quality
- Scope
- Accuracy
- Consistency
- Frequency
- Clarity
- Quantity
- Time
- ROI
- Satisfaction
- Customer feedback
- Performance standard

Each of these indicators can be utilized to gather the necessary information to make a correct determination of the employee's skill and knowledge level.

Next month we will finish looking at how to get the maximum performance out of your workers by looking at the final five phases of performance management.



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