Managers and supervisors often find themselves caught between a rock and a hard place. They have the daunting task of finding a balance between pushing their employees to excel and becoming a tyrant to whom everyone hates to be assigned. Last month we started looking at the eight phases of performance management. We learned that performance planning, communication and data gathering and documentation are fundamental to providing your employees with a desirable beginning in changing performance behaviors.

Evaluating Performance

Performance should be evaluated on a regular basis to guarantee that it is at a level approved by management. Observing the employee’s level of work is an excellent way to understand his or her level of competency. After you have gathered any data and information needed, talk with the person about any issue immediately. Give him or her a clear detail of the training that will be expected. Also, give positive as well as negative feedback. People love to hear praise when they are doing a job well done!

Performance Improvement

In order to improve performance one must answer three questions: What has the employee done since the last appraisal? Where are they now? Where do you want them to be? Answering these questions will let you know whether the employee is progressing or being stagnate. To ensure the employee understands exactly what is required, you should: explain the desired results, make sure the goal is clear, answer all questions, and check for any concerns or issues.

People and Processes

When creating performance standards for an employee, you need to make sure that the standards are clear, measurable, realistic, and are aligned with the organization’s direction. A great way to determine whether an employee is striving for the preferred performance is by creating a “Do More-Do Less” sheet. An example is provided below with an explanation of each section following.

<table>
<thead>
<tr>
<th>Start</th>
<th>Stop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do More</td>
<td>Do Less</td>
</tr>
<tr>
<td>Continue</td>
<td>Learn</td>
</tr>
</tbody>
</table>

(continued on page 2 Achieving The Maximum Performance From Every Worker Part II)

There will always be a conflict between “good” and “good enough”.  
Henry Martin Leland (1843-1932)  
Mechanical Engineer
Start
List new items you desire for the worker to begin. If possible, each item should begin one at a time. Don’t try to begin too many new starts at once.

Stop
Spell out the exact issues, performance, or behaviors to stop. You can make a list which follows the discussion with the worker.

Do More
Spell out areas in which the worker is presently making headway. Specify how much additional initiative should be used.

Do Less
Point out areas to keep the worker in balance with requirements. Use this to confront over achievements and wasted time.

Continue
Focus on the performance which is presently meeting the proper level. Do not allow the worker’s performance to slip backward.

Learn
Topics or training areas needed to make sure the worker is prepared for performance requirements. Topics can be courses, seminars, coaching, mentoring, shadowing, and OJT.

Worker Feedback Session
The worker feedback session is not only used for corrective action, but also to praise a job well done. While preparing for the session there are seven foundations to remember in order to prepare:

1. Set up individual files on each employee.
3. Keep a current copy of your company’s policy and procedures.
4. Give each employee his or her own orientation.
5. Monitor the employee heavily at first.
7. Document both good and bad.

Keeping employees motivated and encouraged is a delicate endeavour. Knowing how to balance being too pushy over being a pushover can be difficult, but it is well worth the energy expended.