



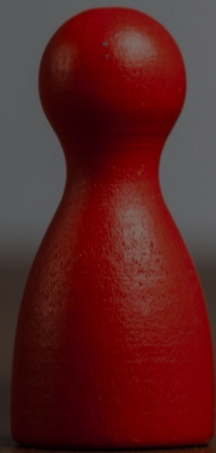
Let's Face It: Performance Evaluations Suck (But They Don't Have To)

**Albert Foster MHR
President | CEO
www.ExpressEvaluations.com**



Performance Evaluations.....

SUCK



BUT BEFORE WE START.....



Why should
you listen to
me?



I want to tell
you a story...





Employees want feedback.
You need to have a structure for
facilitating it at your organization.

Informal *and* Formal.



Recruiting is hard right now



Domino's®

**FILL YOUR POCKETS
WITH DOUGH**

**NOW HIRING
ALL POSITIONS**

Jobs.Dominos.com



You've Got Two Buckets

- People who work for you
- People who don't

*Focus on the people
IN your bucket!*

Time To Hold On TIGHT!





What Employees Actually Want



Growth



Recognition



Trust



4

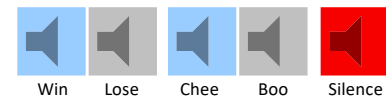
Round 1

XXX

Need More Of A Challenge 1	Work Life Balance 5
Higher Salary 2	Seeking Better Management 6
Feeling Uninspired 3	More Feedback 7
Wanting To Feel Valued 4	Career Advancement 8

SHOW
QUESTION

HIDE
QUESTION



**Need More
Of A Challenge**

1

Higher Salary

2

**Feeling
Uninspired**

3

**Wanting To
Feel Valued**

4

**Work Life
Balance**

5

**Seeking Better
Management**

6

More Feedback

7

**Career
Advancement**

8

**More Financially
Secure Company**

9

**More
Independence**

10

**Different Work
Environment**

16

**Live Somewhere
Else**

11

**Conflicted With
Workplace Policies**

12

**Essential Functions
Have Changed**

13

**Clearer Company
Vision**

14

**More
Recognition**

15

**Need More
Of A Challenge**

1

**Seeking Better
Management**

6

More Feedback

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**Conflicted With
Workplace Policies**

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Recognition**

15



So What Is
The Cost
Of Not
Giving
Feedback?

When we avoid difficult
conversations, we trade short-term
discomfort for long-term
dysfunction

Peter Bromberg

We can either have a painful end

Or endless pain

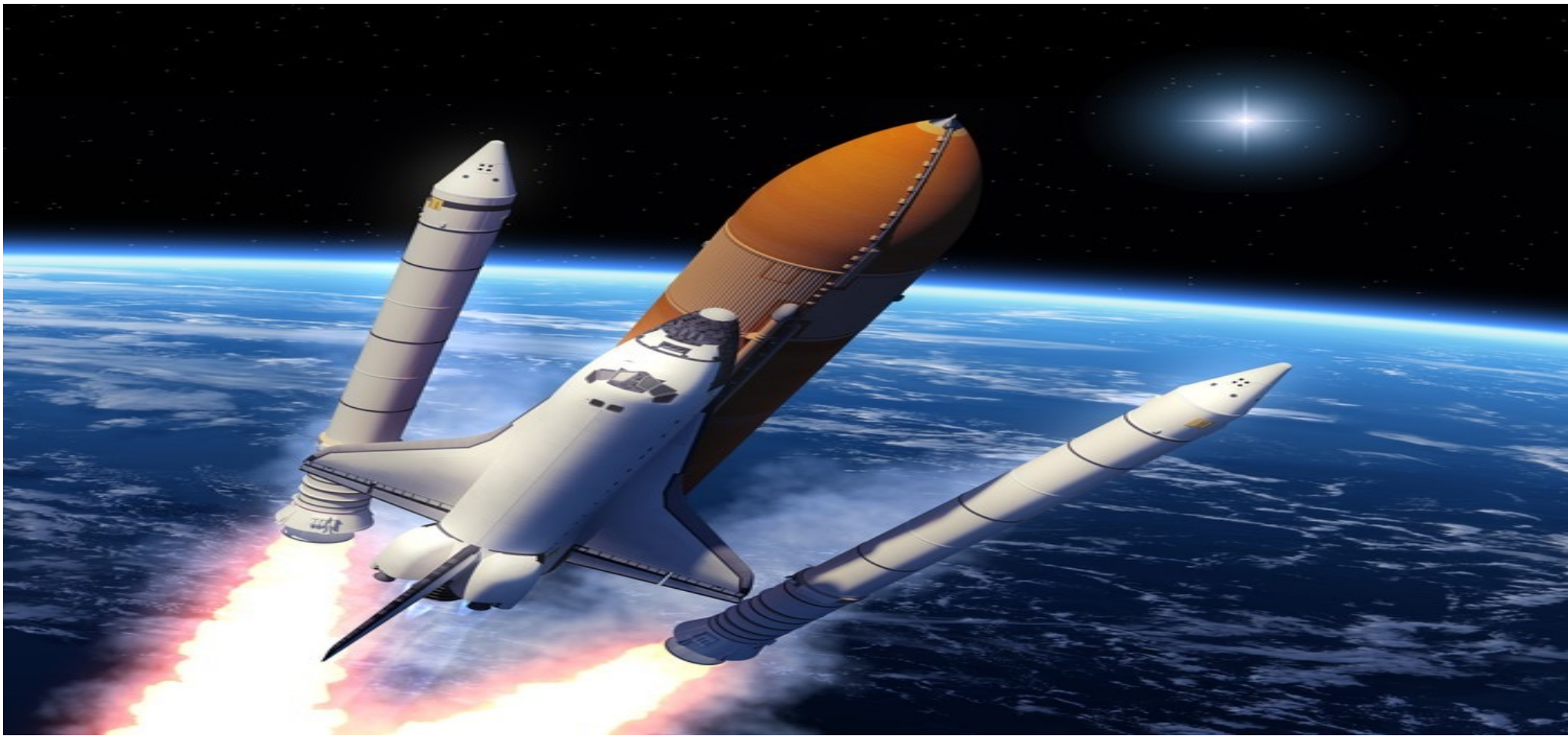
Albert Foster



**SIMON SINEK ON
ENGAGING
EMPLOYEES**








1) Optimal Aerodynamics

2) To Fit in the Hangars

3) Roman Chariots

4) Egyptian Mathematics



4 Feet, 8.5 Inches





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Stay Interviews

Retention Strategies with Current Employees



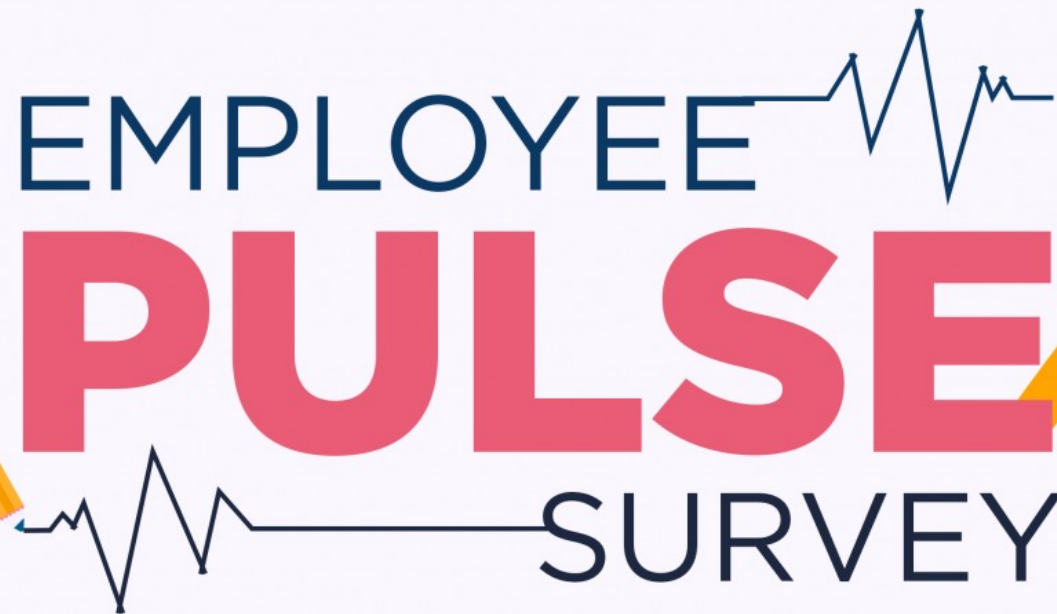


What opportunities do you have to provide feedback?

EMPLOYEE

PULSE

SURVEY



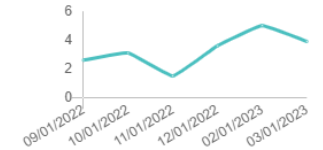
I expect to be here in two years

- 5 - Strongly Agree
- 4 - Somewhat Agree
- 3 - Neither Agree nor Disagree
- 2 - Somewhat Disagree
- 1 - Strongly Disagree

This
(03/01/2023)
Period Average
3.9

Last
(02/01/2023)
Period Average
5

Change Since
Last Period
-28.2%



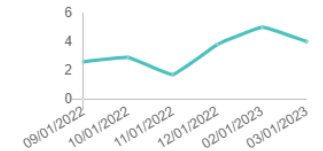
My manager respects me as a person

- 5 - Strongly Agree
- 4 - Somewhat Agree
- 3 - Neither Agree nor Disagree
- 2 - Somewhat Disagree
- 1 - Strongly Disagree

This
(03/01/2023)
Period Average
4

Last
(02/01/2023)
Period Average
5

Change Since
Last Period
-25%



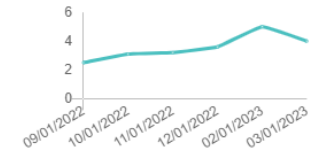
I have all of the required resources to do a great job each day

- 5 - Strongly Agree
- 4 - Somewhat Agree
- 3 - Neither Agree nor Disagree
- 2 - Somewhat Disagree
- 1 - Strongly Disagree

This
(03/01/2023)
Period Average
4

Last
(02/01/2023)
Period Average
5

Change Since
Last Period
-25%



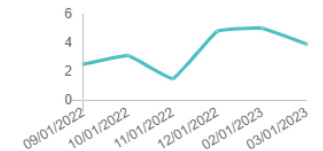
The vibe of the office is positive and uplifting

- 5 - Strongly Agree
- 4 - Somewhat Agree
- 3 - Neither Agree nor Disagree
- 2 - Somewhat Disagree
- 1 - Strongly Disagree

This
(03/01/2023)
Period Average
3.9

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(02/01/2023)
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Change Since
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-28.2%





Career

Manager

Review

Advice

Performance

Evaluation

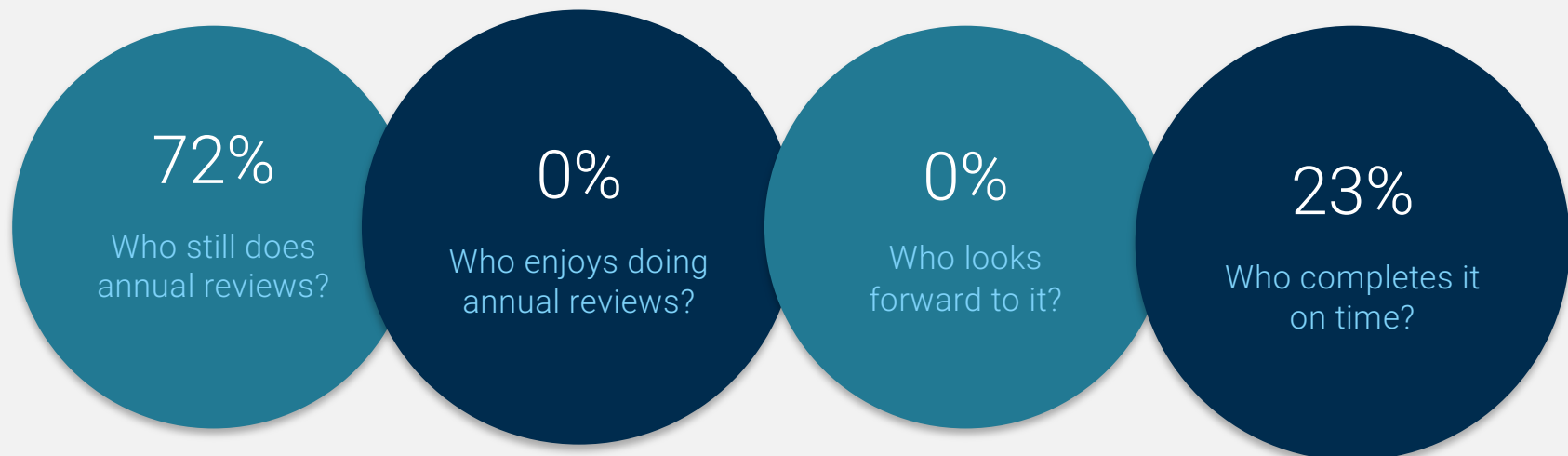
Goals

Growth

Grade

Assessment

A few notable numbers about evaluations

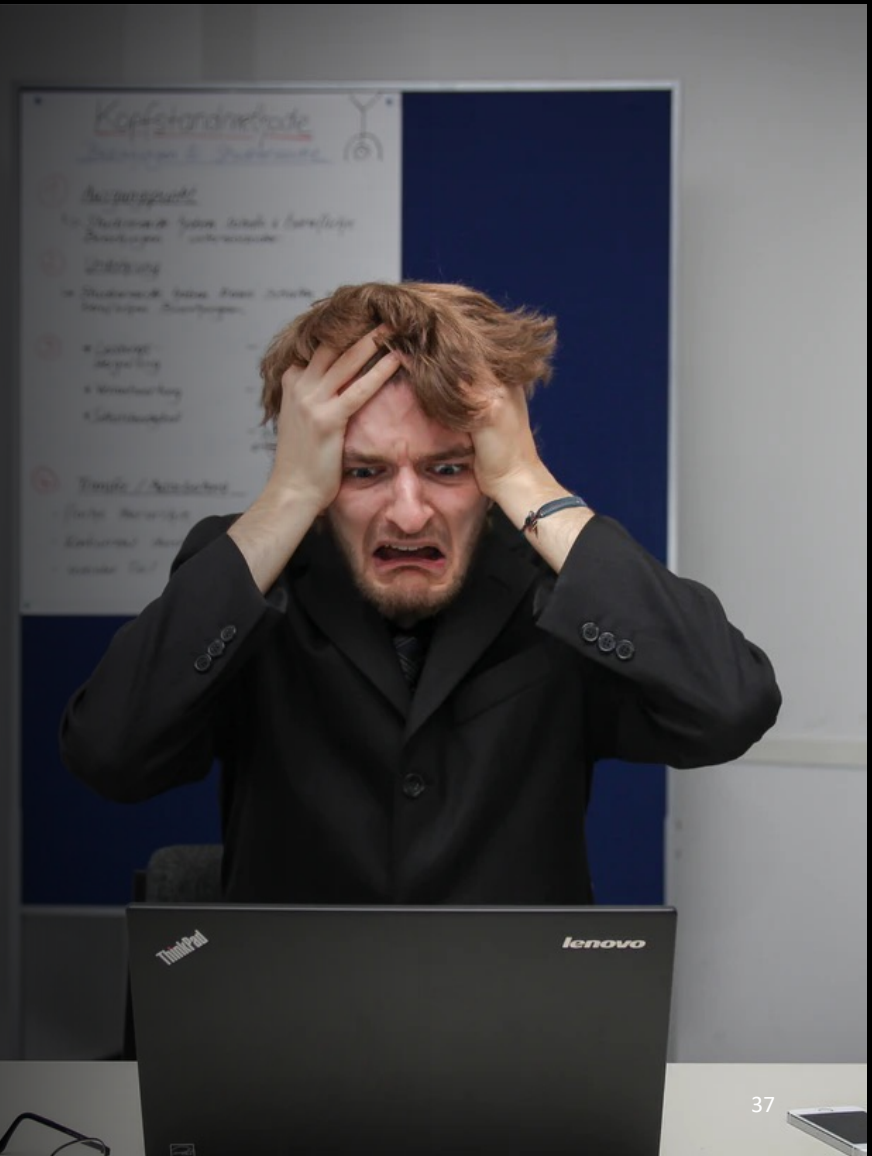


Addressing the stigma around evaluations...

- Used to terminate people
- They feel scary
- Used to simply check a box and don't have real value



Common Difficulties with Evaluation Processes






Evaluations are time consuming!

A man with a beard, wearing a dark t-shirt and blue jeans, is sitting on a brown leather chair. He is looking upwards and to the right with a thoughtful expression, his hand resting on his chin. The background is a dark, textured wall. The text is overlaid on the left side of the image.

Most managers don't know
how to properly communicate
negative feedback



Without structure,
evaluations can get
personal.

A photograph of three women in a professional setting. The woman in the center, with blonde hair and blue eyes, is wearing a blue blazer over a white shirt and has a thoughtful expression. She is flanked by two other women, one with blonde hair on the left and one with dark hair on the right, both also in blue blazers. The background is a blurred office environment.

**Not all managers
truly know
their team
members**

A few reasons employees can dislike evaluations



- Feedback isn't relevant to their current role
- Career Aspirations are not addressed
- Feedback delivery is informal
- Results seem arbitrary and ambiguous
- It's a hot topic and then fades away



Let's flip the script

Employee evaluations are an *incredibly* underutilized retention tool

TECHNICAL PERFORMANCE ASSESSMENT

JOB COMPETENCIES

ASSESSMENT RATING SCALE

(I) Improvement Needed: Skill or knowledge is often below the basic requirements for the job.

(M) Meets Expectations: Consistently demonstrates skill or knowledge in these areas.

(O) Outstanding: Performs with mastery or as an expert in most situations.

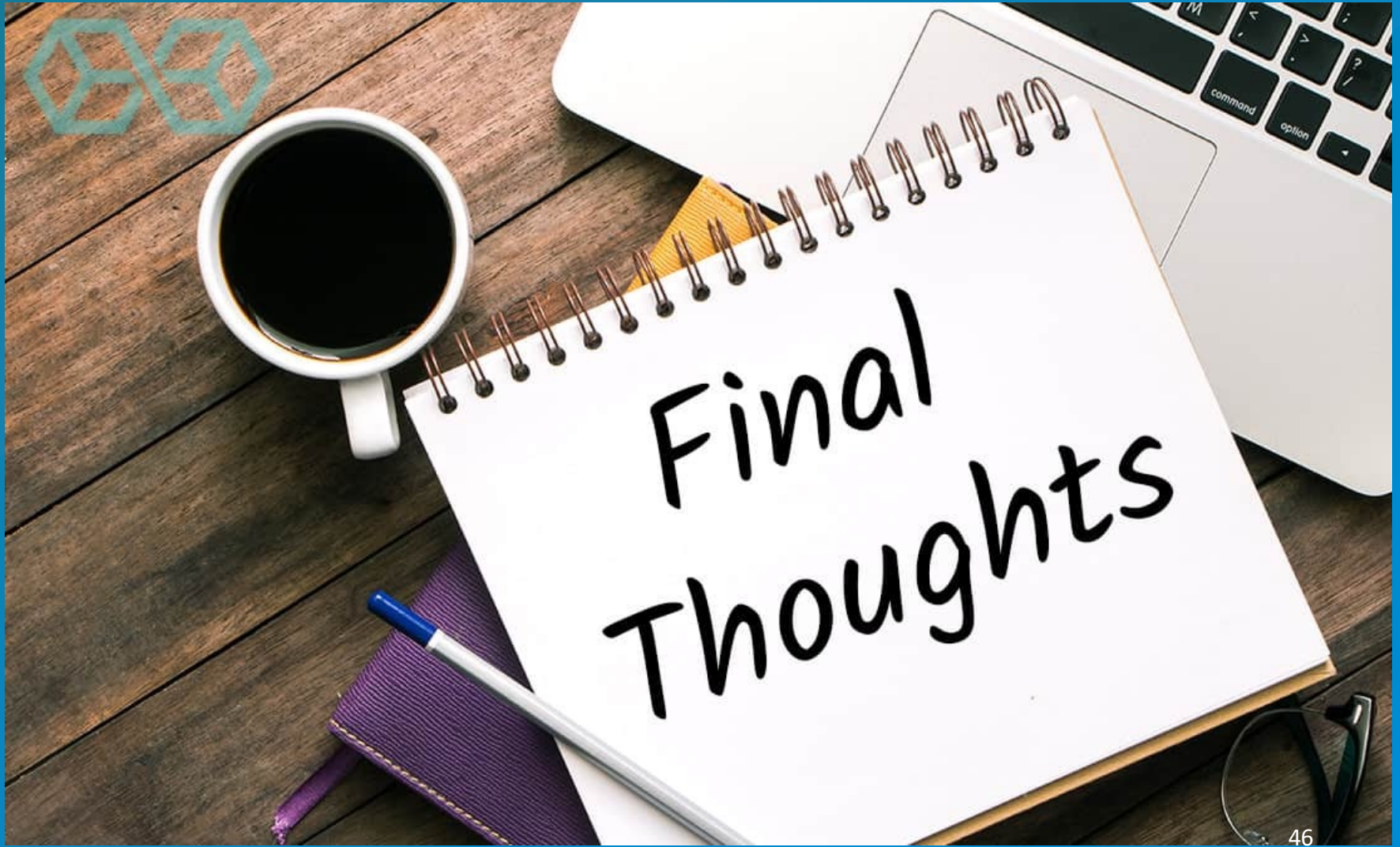
(N/A) Not Applicable: Does not apply to current job responsibilities.

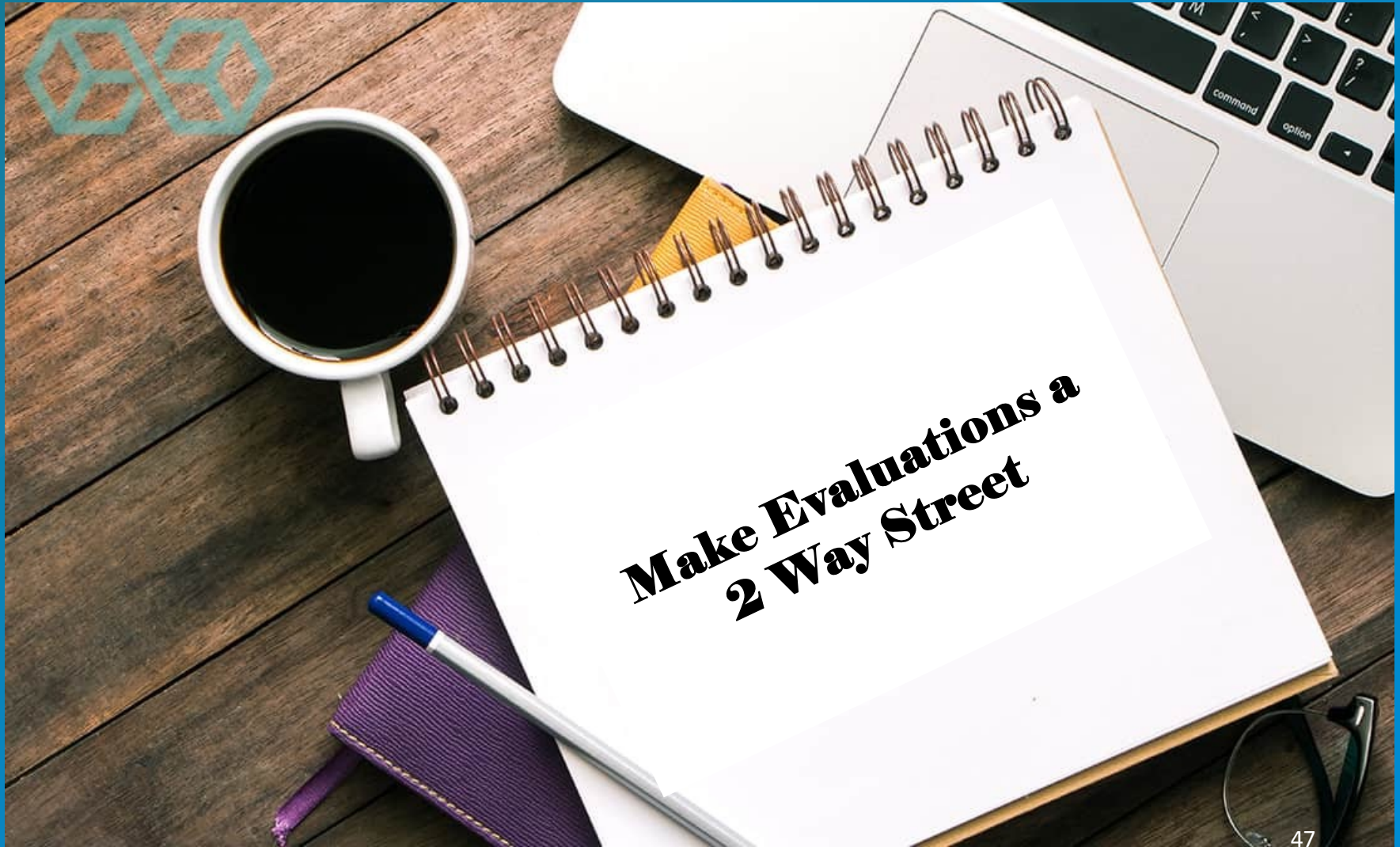
EMPLOYEE PERFORMANCE REVIEW		RATING
1.	Accountability: Meets attendance and punctuality guidelines. Follows instructions and completes tasks independently. Takes responsibility for own actions and can be depended on to deliver results.	
1.	Customer Service: Develops and maintains positive internal and external customer/citizen relationships. Is able to see the impact of products and services from a customer/citizen perspective; is proactive in addressing problems and issues.	
1.	Efficiency: Makes effective use of time and resources; can see possibilities and develop better ways of doing things; effectively involves others in delivering results.	
1.	Initiative: Takes independent action within his/her scope of responsibility and makes decisions based on appropriate analysis, knowledge and judgment. Looks for opportunities for innovation and improvement and is receptive to new ideas and information.	
1.	Integrity: Acts in ways that support honesty and upfront dealings with others; keeps commitments; communicates openly and directly; does not misrepresent facts; accepts responsibility for own actions.	
1.	Interpersonal Skills: Understands others' perceptions; relates well to different personal styles; shows consideration for the feelings and well-being of others; builds constructive relationships; is at ease in a range of social situations.	
1.	Team Support: Works productively as a member of an internal team or work group and focuses on maintaining positive, long-term relationships. Supports information sharing and collaboration; provides encouragement and recognition of team success.	
SUMMARY COMMENTS		
Area(s) of strength:		
Area(s) for improvement or development:		



Best Practice e

- 1) Core Values
- 2) Employee Self Review & Feedback
- 3) Manager Review & Feedback
- 4) Future and Past Goals
- 5) Comments

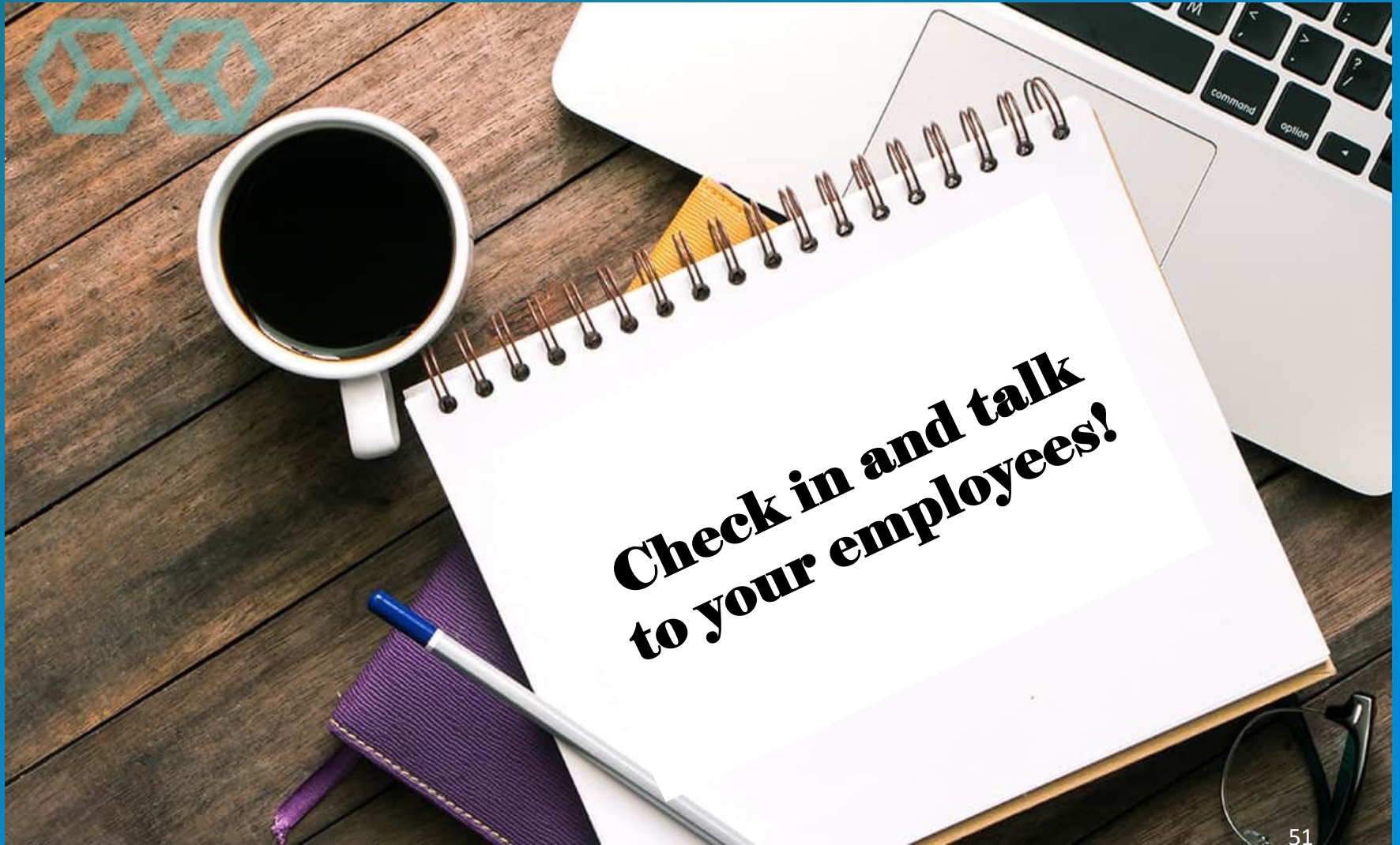




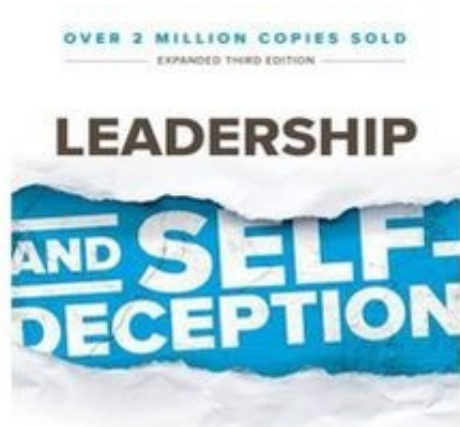






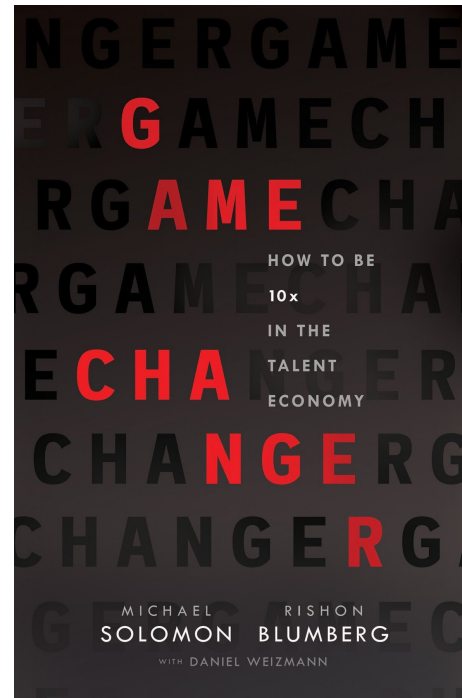
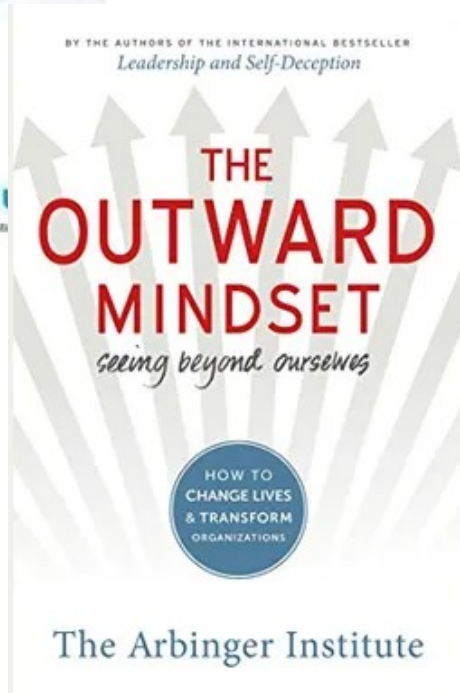






Getting Out of the Box

THE ARBINGER INSTITUTE
Authors of The Anatomy of Peace and The Outward Mindset



Types of Tasks

SPECIALIST

- **FILING**
- **DATA ENTRY**
- **SHOPPING**
- **ORGANIZING**

GENERALIST

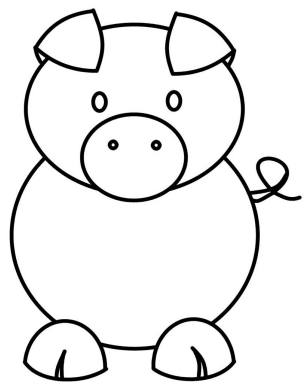
- **MEETING**
- **RECRUITING**
- **DELEGATING**
- **QUALITY CONTROL**

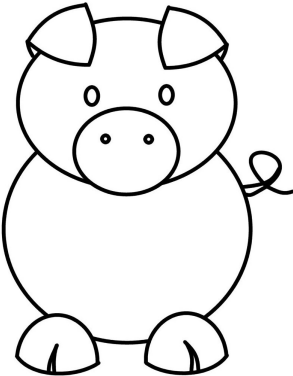
DIRECTOR

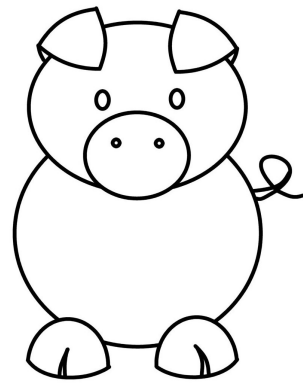
- **INTERVIEWING**
- **TRAINING MANAGERS**
- **LEADING CHANGE**
- **STREAMLINING**

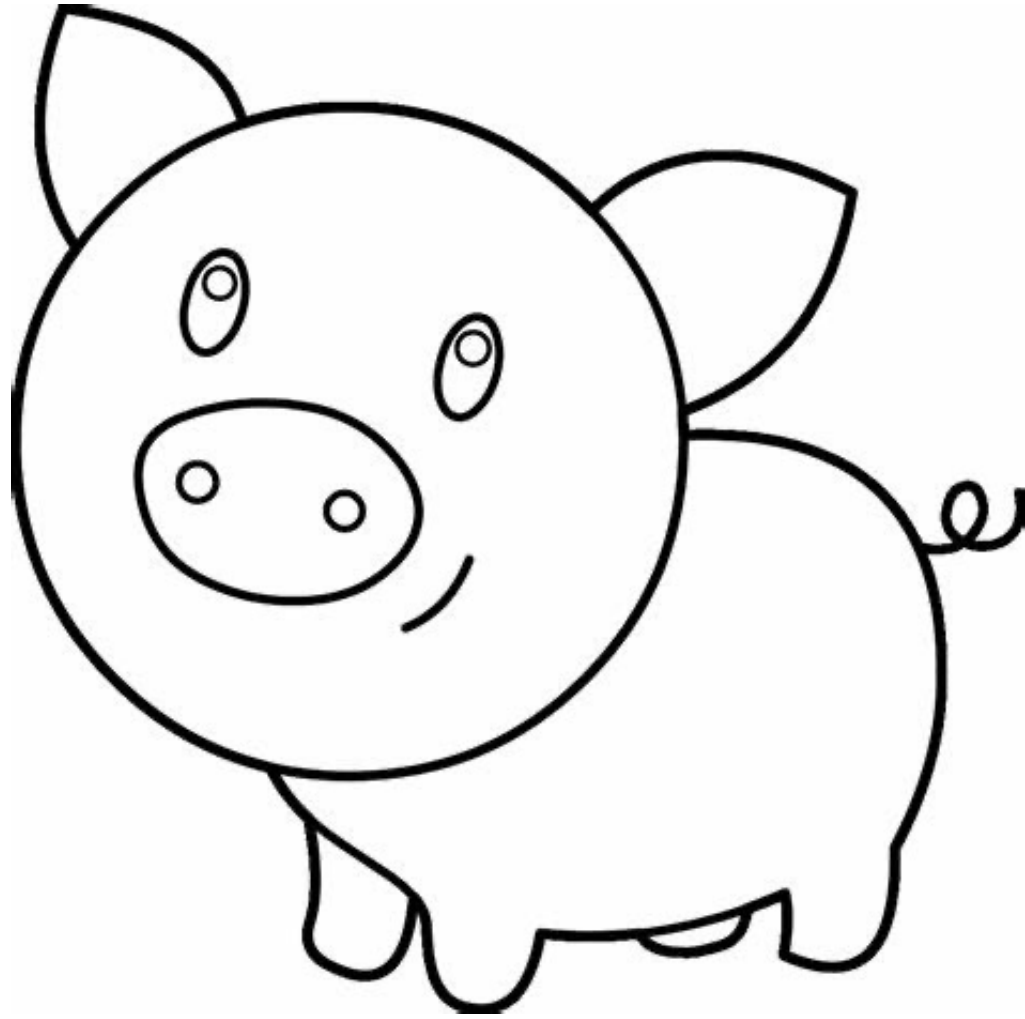
It's not 1990

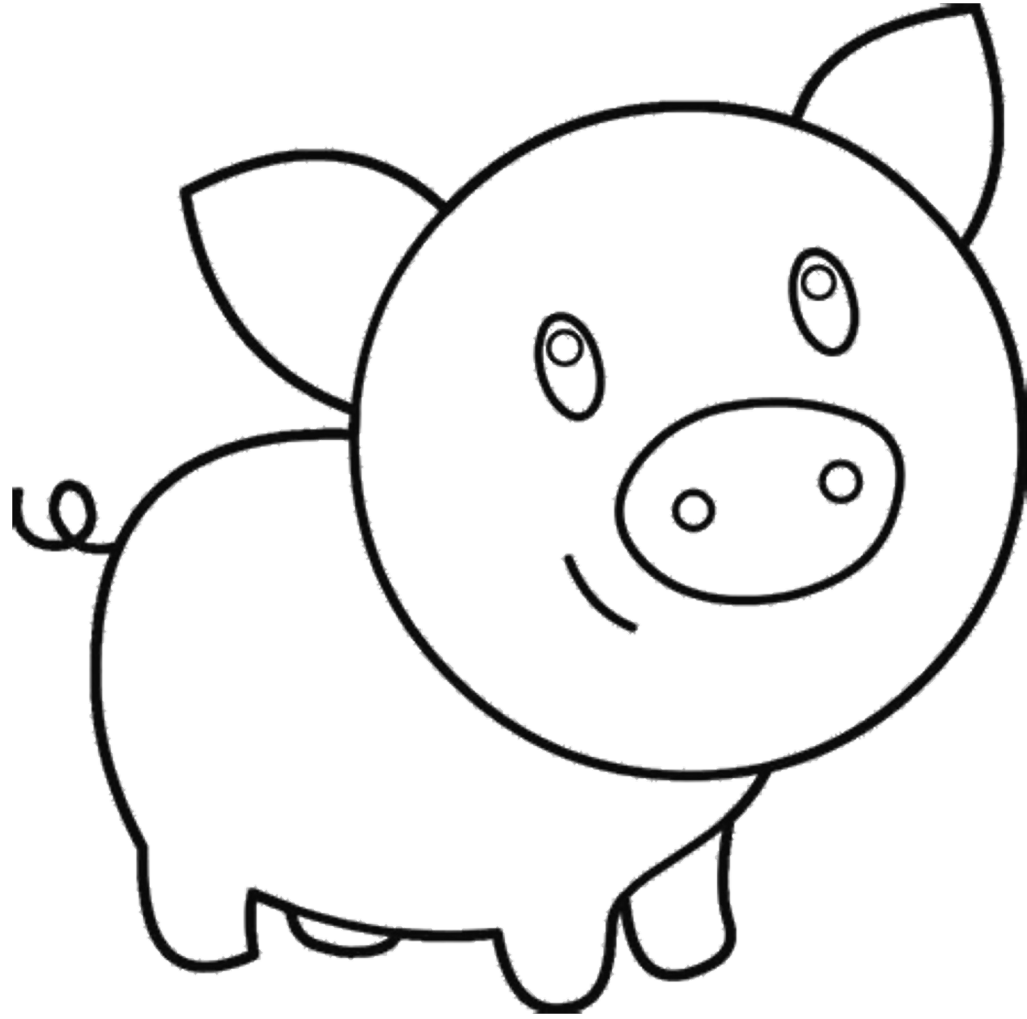
This little piggy

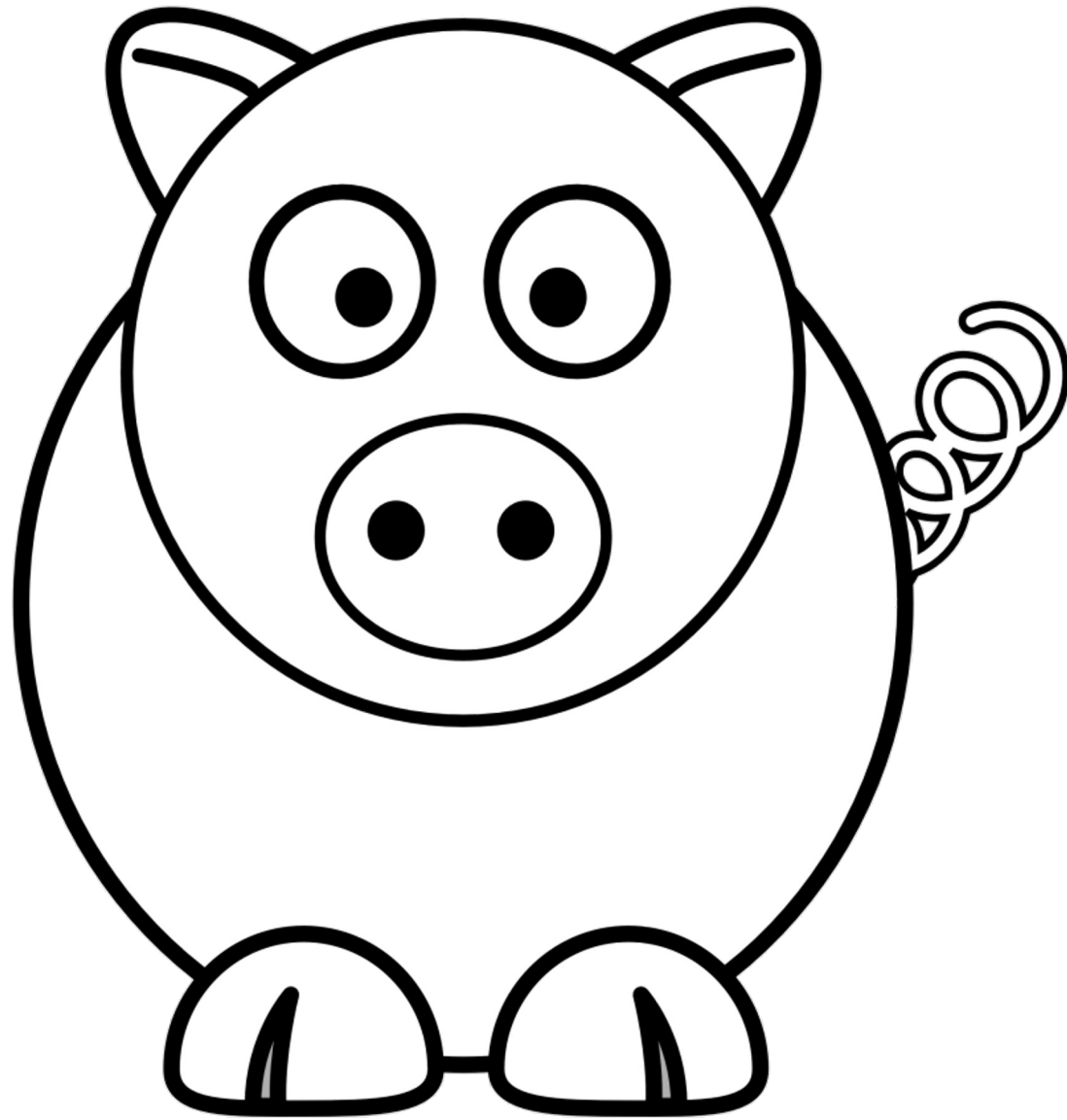


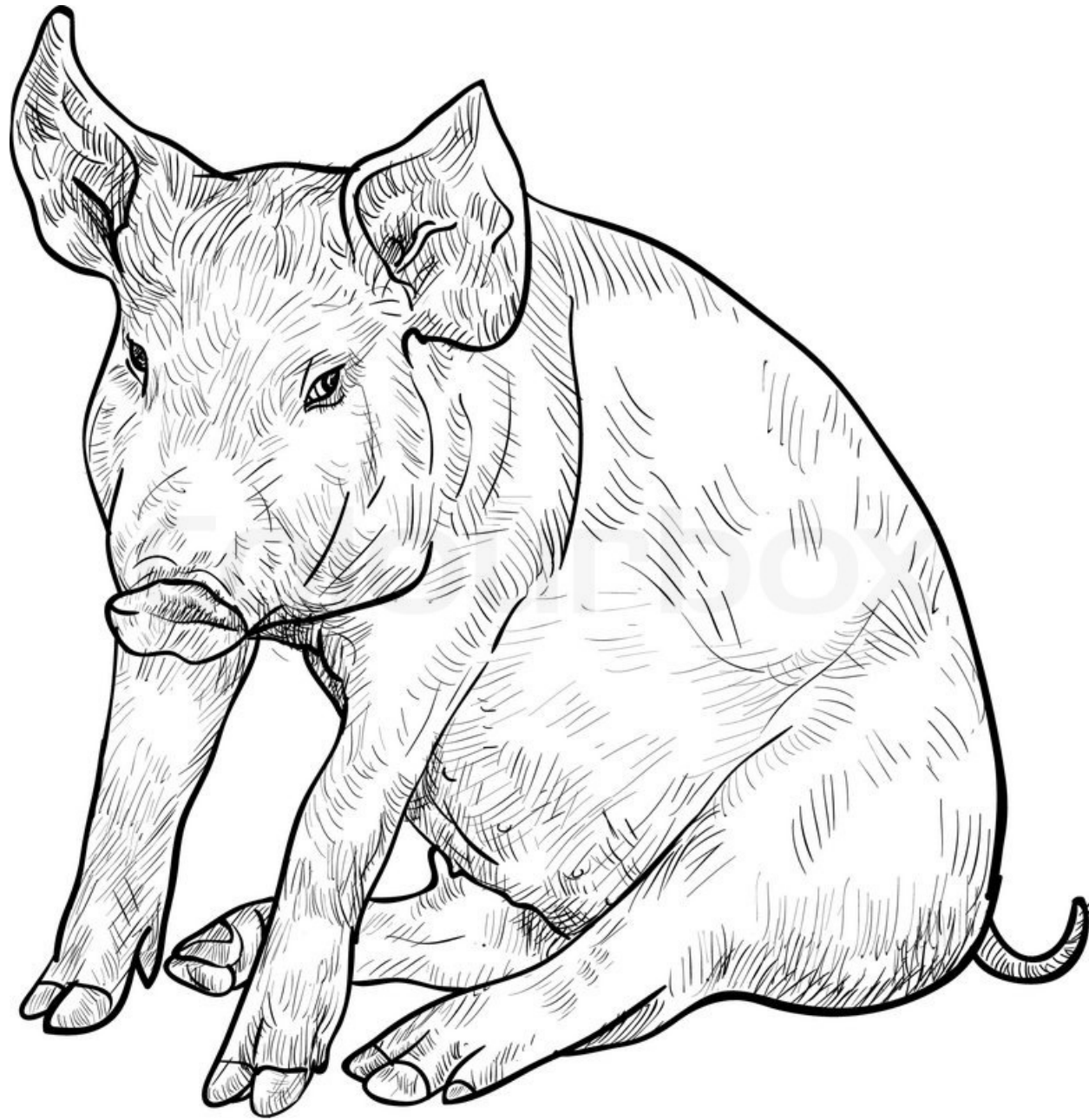


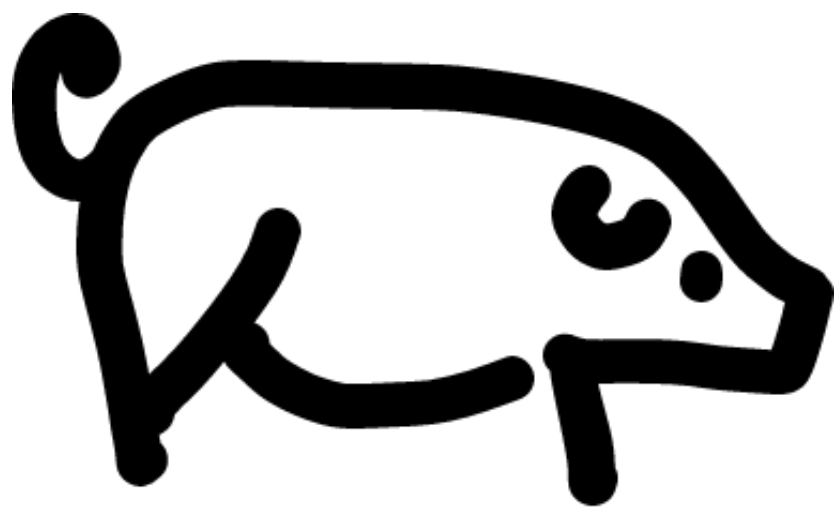


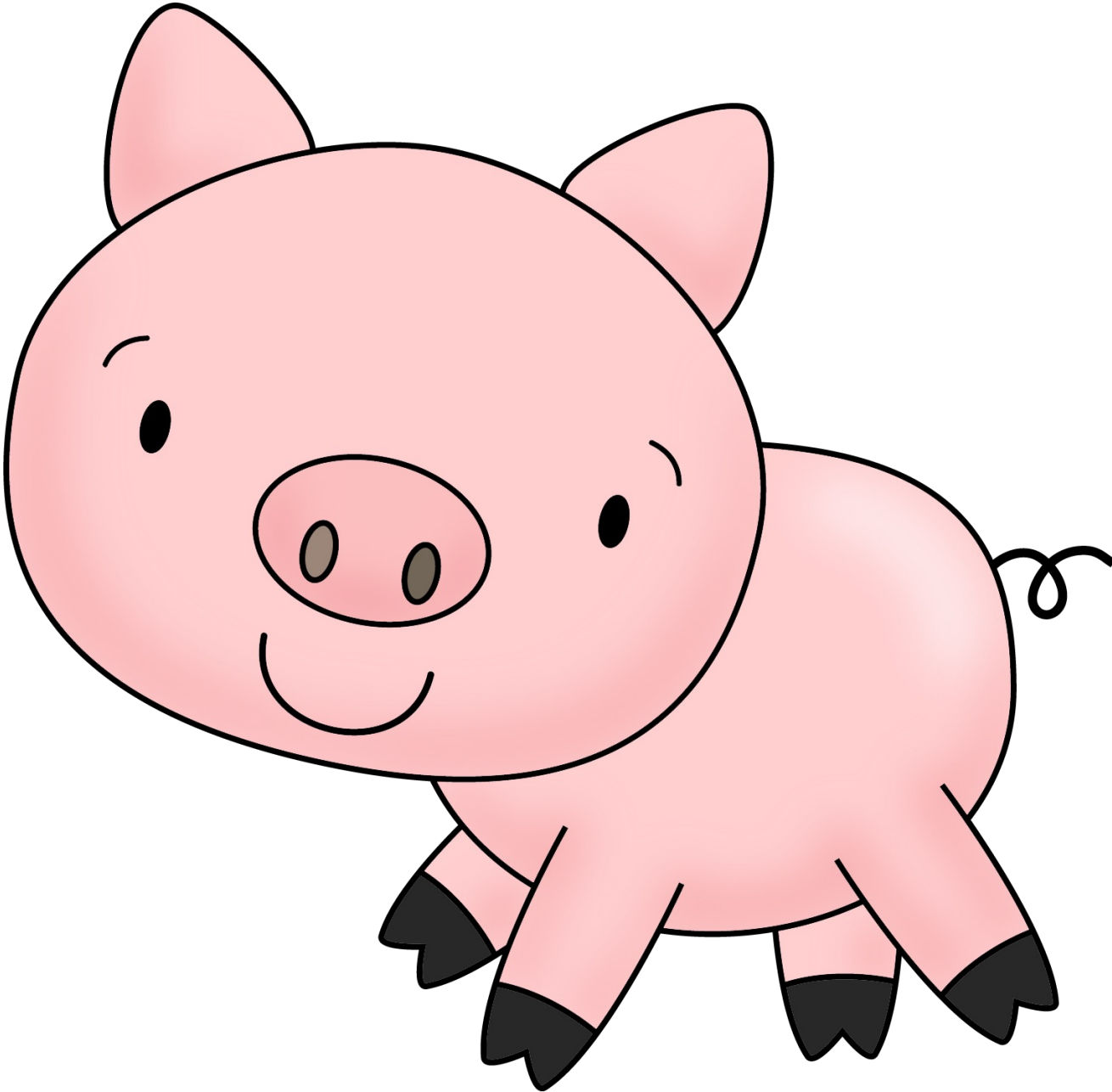














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Thank You