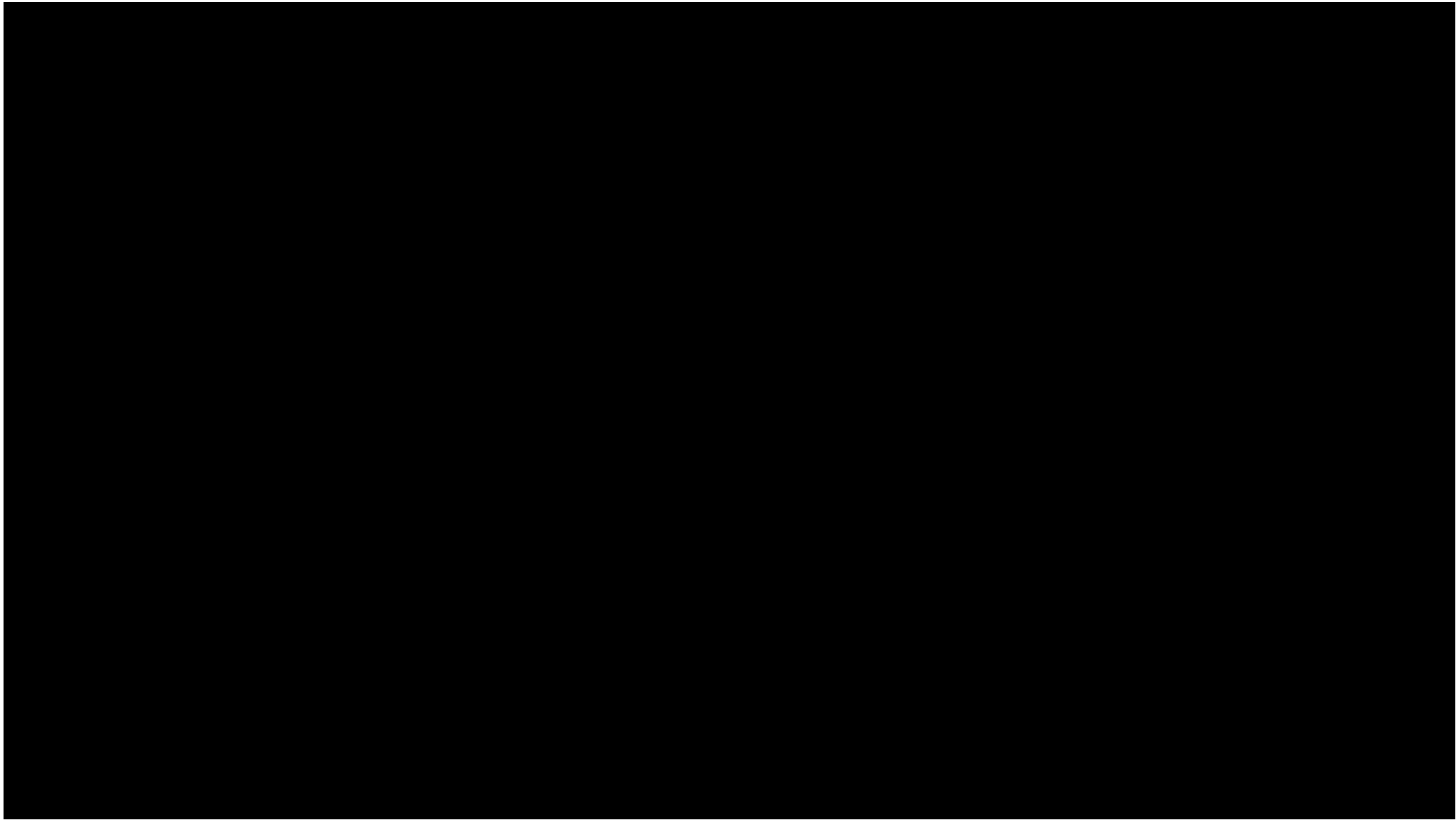


How to Win at PERFORMANCE MANAGEMENT

With Mack Munro





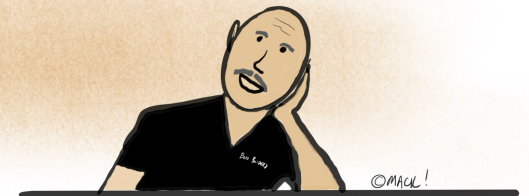
The Top 8 Mistakes Made in Performance Management

1. Jumping on the “ _____ ” bandwagon.
2. Letting managers _____ their _____.
3. Neglecting _____ - _____.
4. Using Performance Management to get rid of _____.
5. Using a _____ - _____ rating scale.
6. Rating people against their _____.
7. Using _____ measurements.
8. Using _____ distribution.
9. Making Performance Management a _____ a _____ event.



The Top 8 Mistakes Made in Performance Management

1. Jumping on the “ Ditch the Annual Review ” bandwagon.
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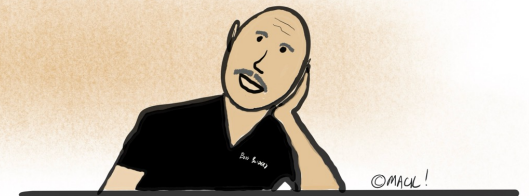
The Top 8 Mistakes Made in Performance Management

1. Jumping on the “ **Ditch the Annual Review** ” bandwagon.
2. Letting managers **Dodge** their **Responsibilities** .
3. Neglecting - .
4. Using Performance Management to get rid of .
5. Using a - rating scale.
6. Rating people against their .
7. Using measurements.
8. Using distribution.
9. Making Performance Management a a event.



The Top 8 Mistakes Made in Performance Management

1. Jumping on the “ Ditch the Annual Review ” bandwagon.
2. Letting managers Dodge their Responsibilities.
3. Neglecting Self - Assessments.
4. Using Performance Management to get rid of _____.
5. Using a _____ - _____ rating scale.
6. Rating people against their _____.
7. Using _____ measurements.
8. Using _____ distribution.
9. Making Performance Management a _____ a _____ event.



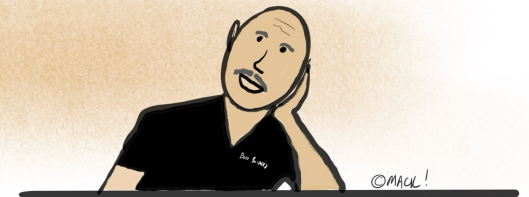
The Top 8 Mistakes Made in Performance Management

1. Jumping on the “ Ditch the Annual Review ” bandwagon.
2. Letting managers Dodge their Responsibilities.
3. Neglecting Self - Assessments.
4. Using Performance Management to get rid of Deadwood.
5. Using a _____ - _____ rating scale.
6. Rating people against their _____.
7. Using _____ measurements.
8. Using _____ distribution.
9. Making Performance Management a _____ a _____ event.



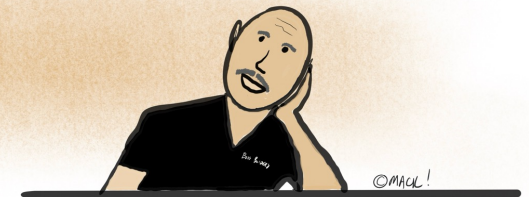
The Top 8 Mistakes Made in Performance Management

1. Jumping on the “ Ditch the Annual Review ” bandwagon.
2. Letting managers Dodge their Responsibilities.
3. Neglecting Self - Assessments.
4. Using Performance Management to get rid of Deadwood.
5. Using a 5 - Point rating scale.
6. Rating people against their _____.
7. Using _____ measurements.
8. Using _____ distribution.
9. Making Performance Management a _____ a _____ event.



The Top 8 Mistakes Made in Performance Management

1. Jumping on the “ Ditch the Annual Review ” bandwagon.
2. Letting managers Dodge their Responsibilities.
3. Neglecting Self - Assessments.
4. Using Performance Management to get rid of Deadwood.
5. Using a 5 - Point rating scale.
6. Rating people against their Peers.
7. Using _____ measurements.
8. Using _____ distribution.
9. Making Performance Management a _____ a _____ event.



The Top 8 Mistakes Made in Performance Management

1. Jumping on the “ Ditch the Annual Review ” bandwagon.
2. Letting managers Dodge their Responsibilities.
3. Neglecting Self - Assessments.
4. Using Performance Management to get rid of Deadwood.
5. Using a 5 - Point rating scale.
6. Rating people against their Peers.
7. Using Subjective measurements.
8. Using _____ distribution.
9. Making Performance Management a _____ a _____ event.



The Top 8 Mistakes Made in Performance Management

1. Jumping on the “ Ditch the Annual Review ” bandwagon.
2. Letting managers Dodge their Responsibilities.
3. Neglecting Self - Assessments.
4. Using Performance Management to get rid of Deadwood.
5. Using a 5 - Point rating scale.
6. Rating people against their Peers.
7. Using Subjective measurements.
8. Using Forced distribution.
9. Making Performance Management a _____ a _____ event.



The Top 8 Mistakes Made in Performance Management

1. Jumping on the “ Ditch the Annual Review ” bandwagon.
2. Letting managers Dodge their Responsibilities.
3. Neglecting Self - Assessments.
4. Using Performance Management to get rid of Deadwood.
5. Using a 5 - Point rating scale.
6. Rating people against their Peers.
7. Using Subjective measurements.
8. Using Forced distribution.
9. Making Performance Management a Once a Year event.



The Winning Formula

Create an _____ where:

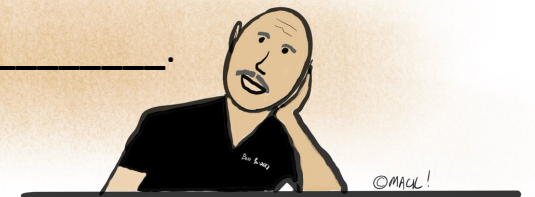
- Objectives _____ from the top.
- _____ take the lead.
- Employees take _____.
- Performance is measured and evaluated on _____ basis.
- _____ and _____ are the standard tools.
- Documentation of progress is accurate and provided in _____.



The Winning Formula

Create an **Organizational** _____ **Lifestyle** _____ where:

- Objectives _____ from the top.
- _____ take the lead.
- Employees take _____.
- Performance is measured and evaluated on _____ basis.
- _____ and _____ are the standard tools.
- Documentation of progress is accurate and provided in _____ _____.



The Winning Formula

Create an **Organizational** _____ **Lifestyle** _____ where:

- Objectives **Cascade** _____ from the top.
- _____ take the lead.
- Employees take _____.
- Performance is measured and evaluated on _____ basis.
- _____ and _____ are the standard tools.
- Documentation of progress is accurate and provided in _____ _____.



The Winning Formula

Create an Organizational Lifestyle where:

- Objectives Cascade from the top.
- Managers take the lead.
- Employees take _____.
- Performance is measured and evaluated on _____ basis.
- _____ and _____ are the standard tools.
- Documentation of progress is accurate and provided in _____.



The Winning Formula

Create an Organizational Lifestyle where:

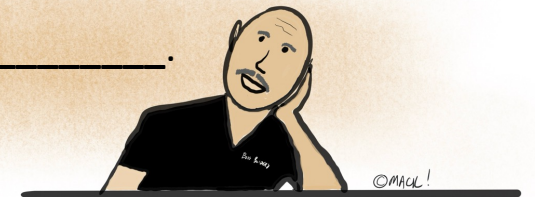
- Objectives Cascade from the top.
- Managers take the lead.
- Employees take Ownership.
- Performance is measured and evaluated on _____ basis.
- _____ and _____ are the standard tools.
- Documentation of progress is accurate and provided in _____.



The Winning Formula

Create an Organizational Lifestyle where:

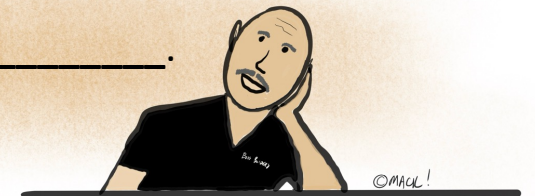
- Objectives Cascade from the top.
- Managers take the lead.
- Employees take Ownership.
- Performance is measured and evaluated on Regular basis.
- _____ and _____ are the standard tools.
- Documentation of progress is accurate and provided in _____.



The Winning Formula

Create an Organizational Lifestyle where:

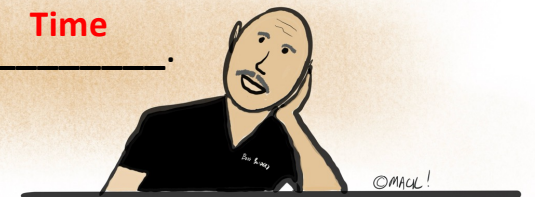
- Objectives Cascade from the top.
- Managers take the lead.
- Employees take Ownership.
- Performance is measured and evaluated on Regular basis.
- Feedback and Coaching are the standard tools.
- Documentation of progress is accurate and provided in _____.



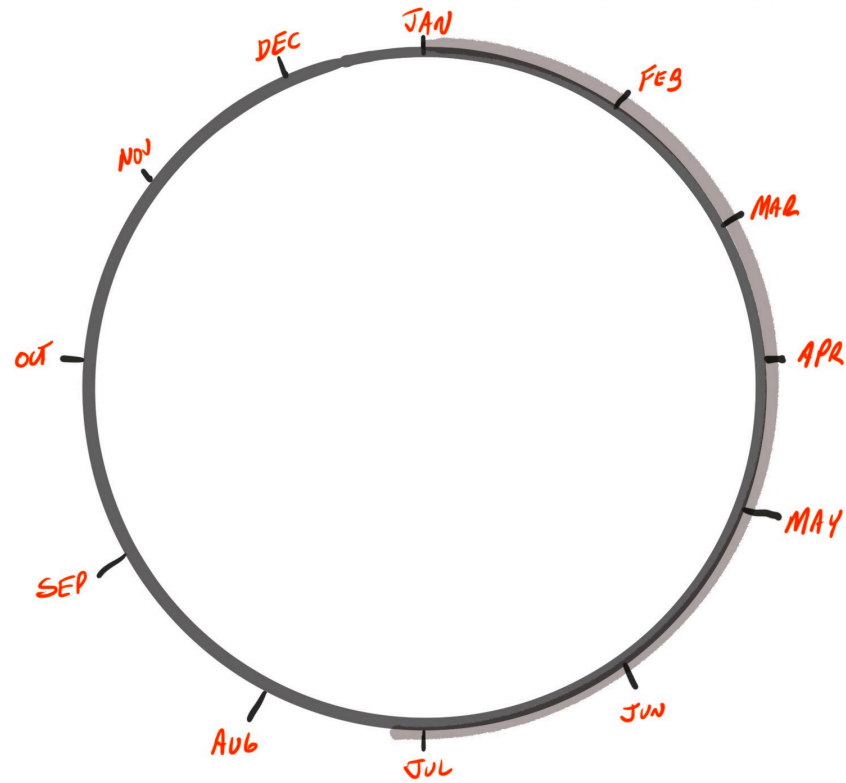
The Winning Formula

Create an Organizational Lifestyle where:

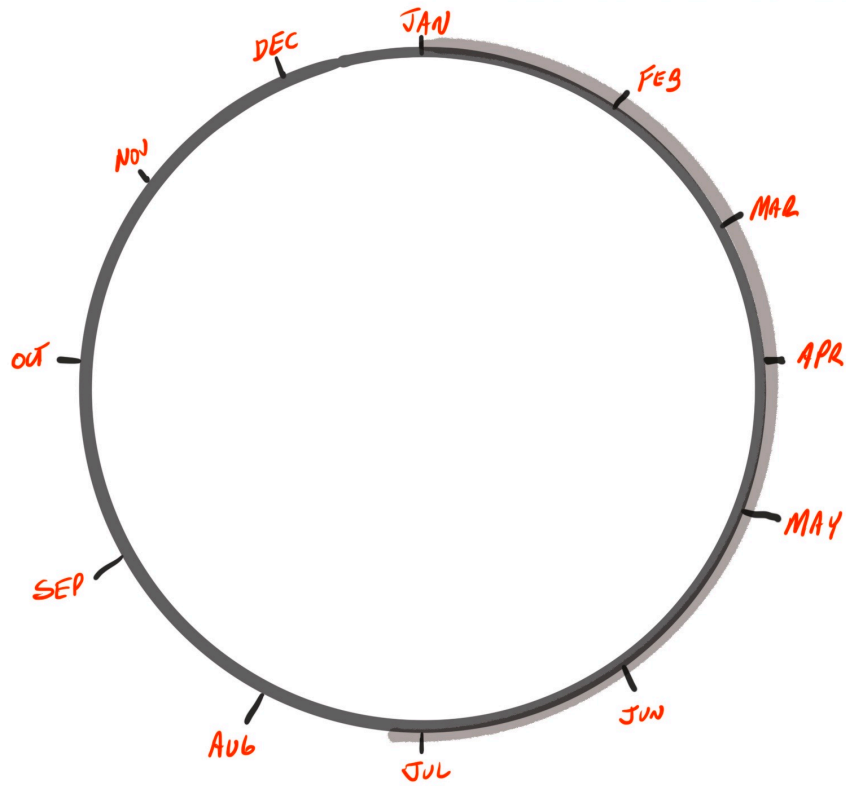
- Objectives Cascade from the top.
- Managers take the lead.
- Employees take Ownership.
- Performance is measured and evaluated on Regular basis.
- Feedback and Coaching are the standard tools.
- Documentation of progress is accurate and provided in Real Time.



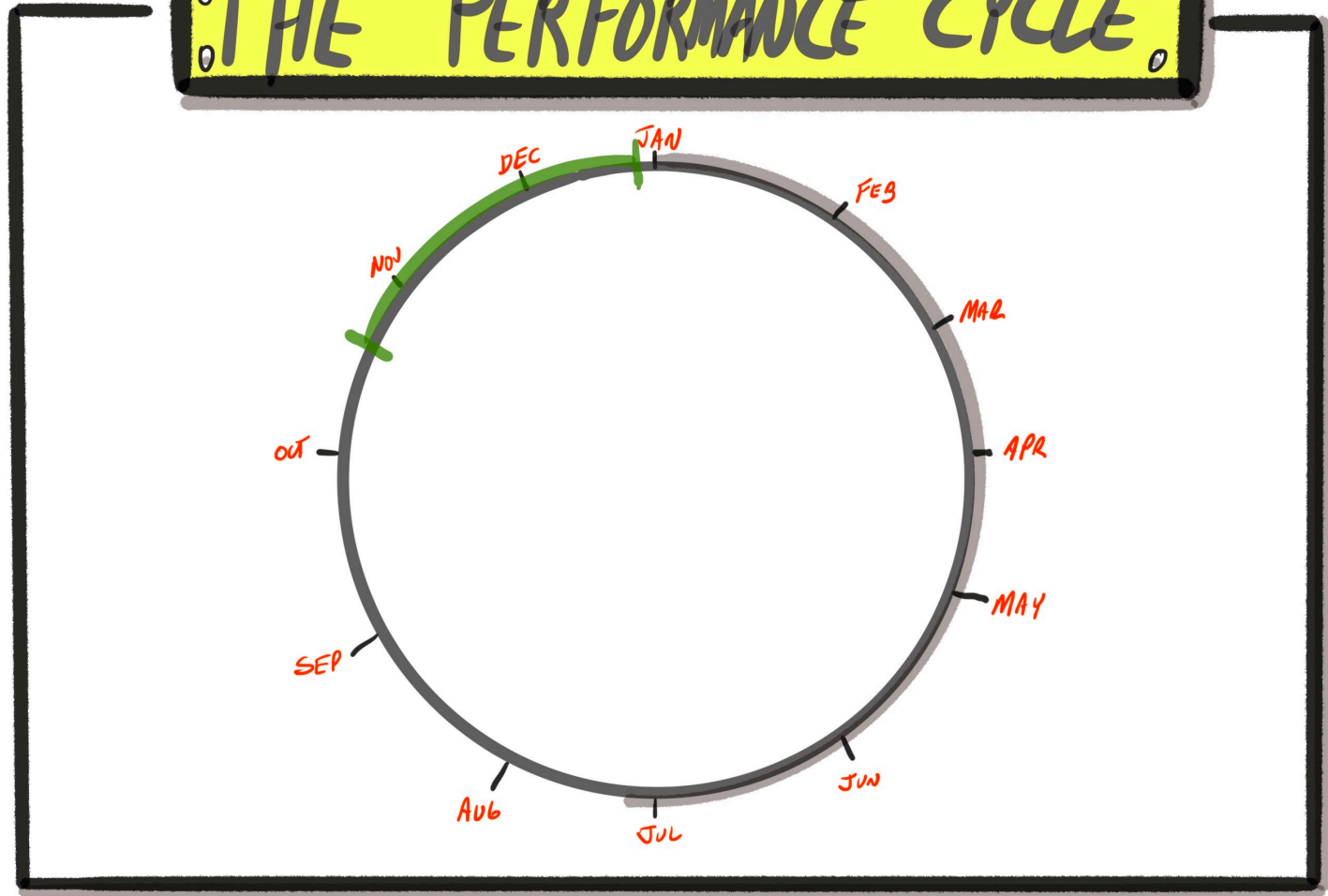
THE PERFORMANCE CYCLE



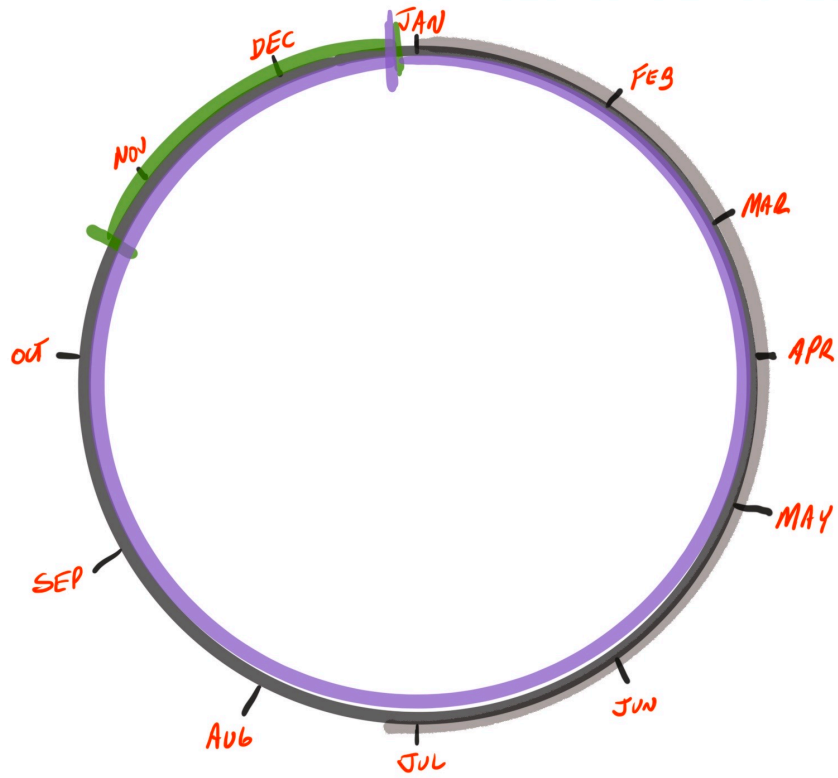
THE PERFORMANCE CYCLE



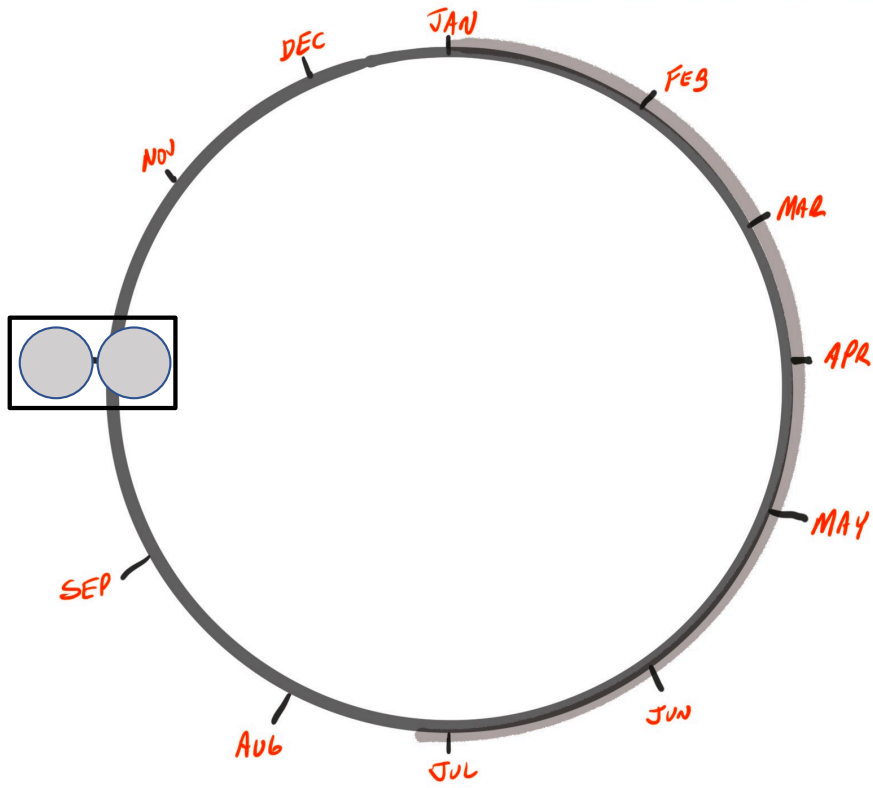
THE PERFORMANCE CYCLE



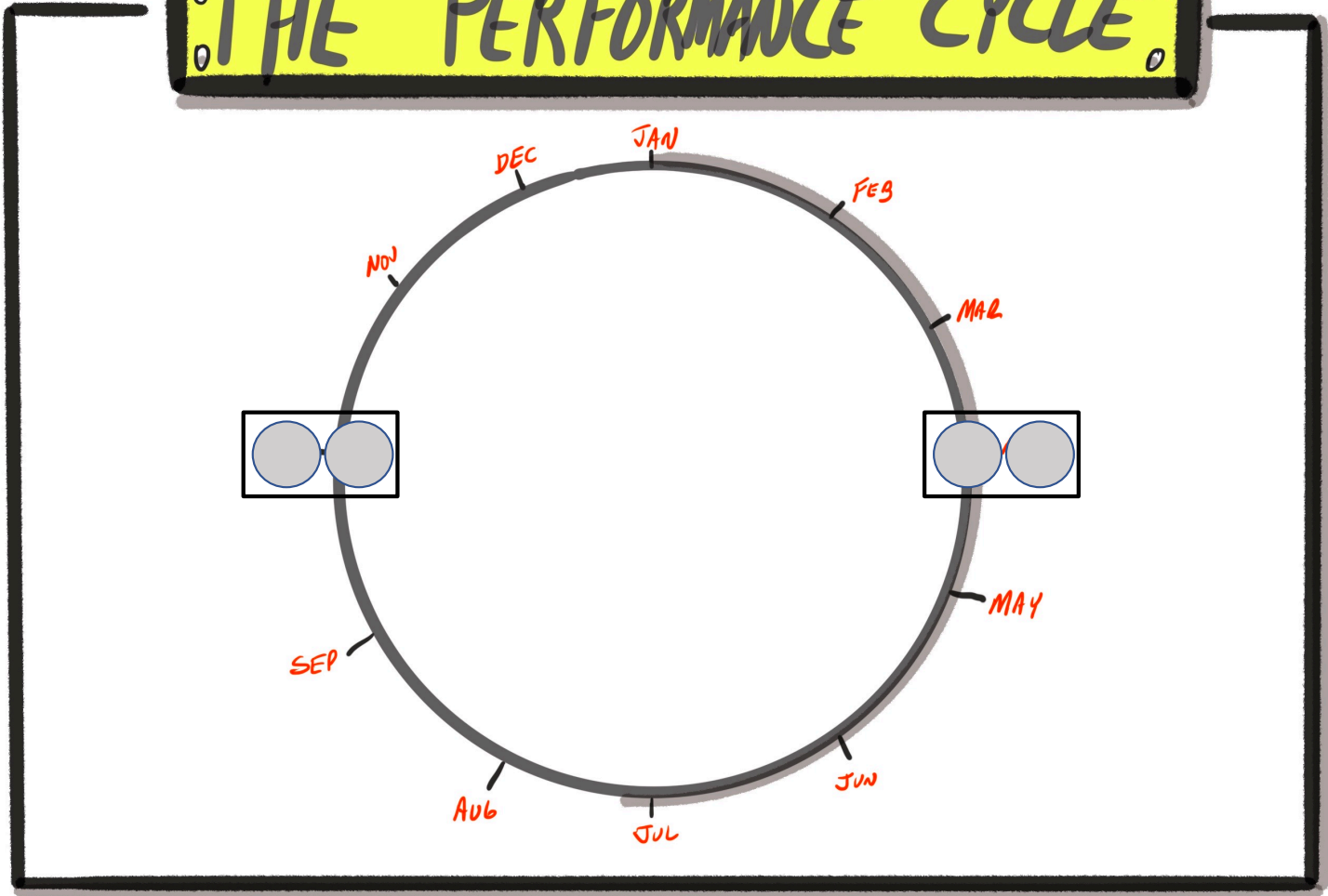
THE PERFORMANCE CYCLE



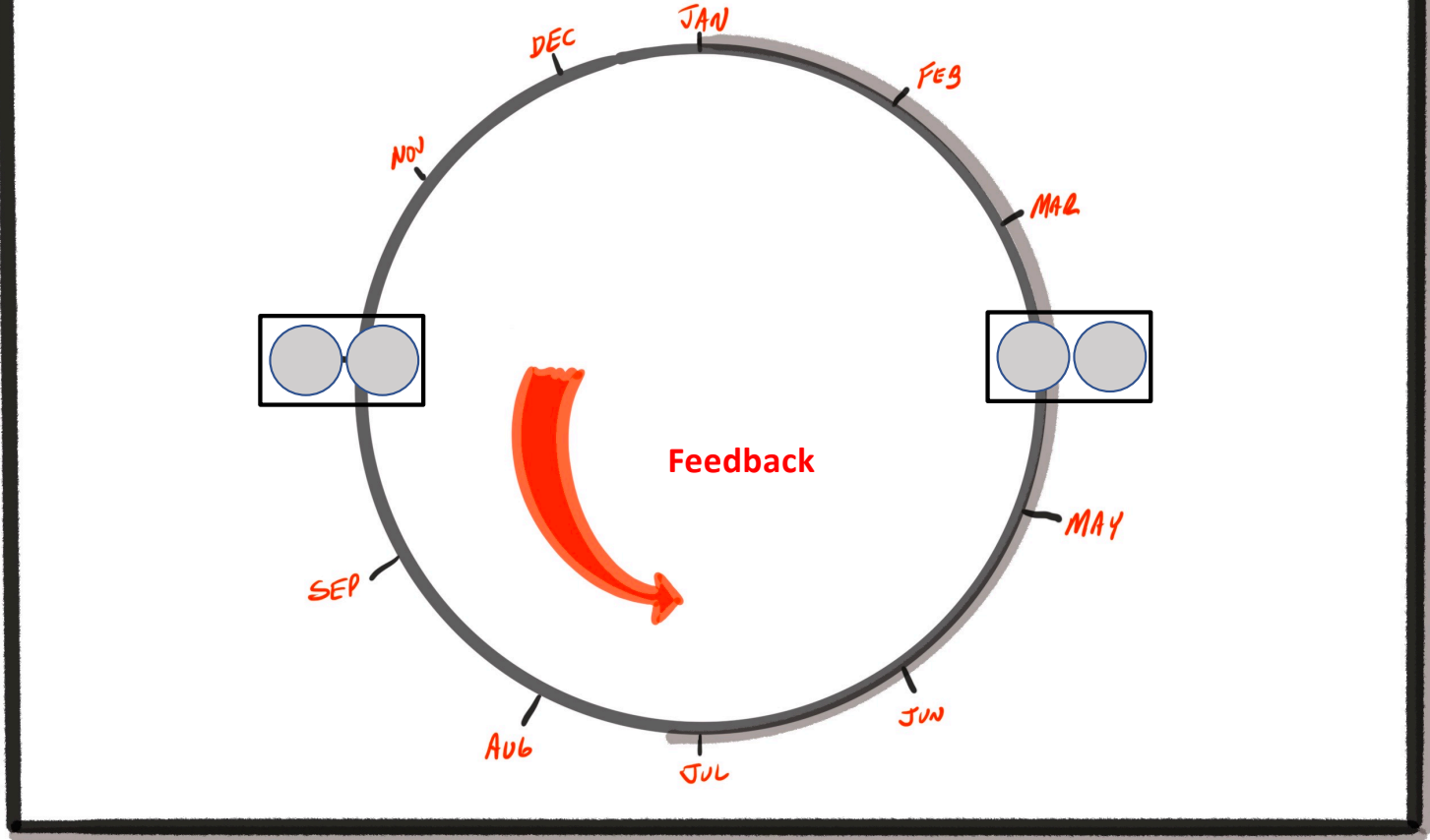
THE PERFORMANCE CYCLE



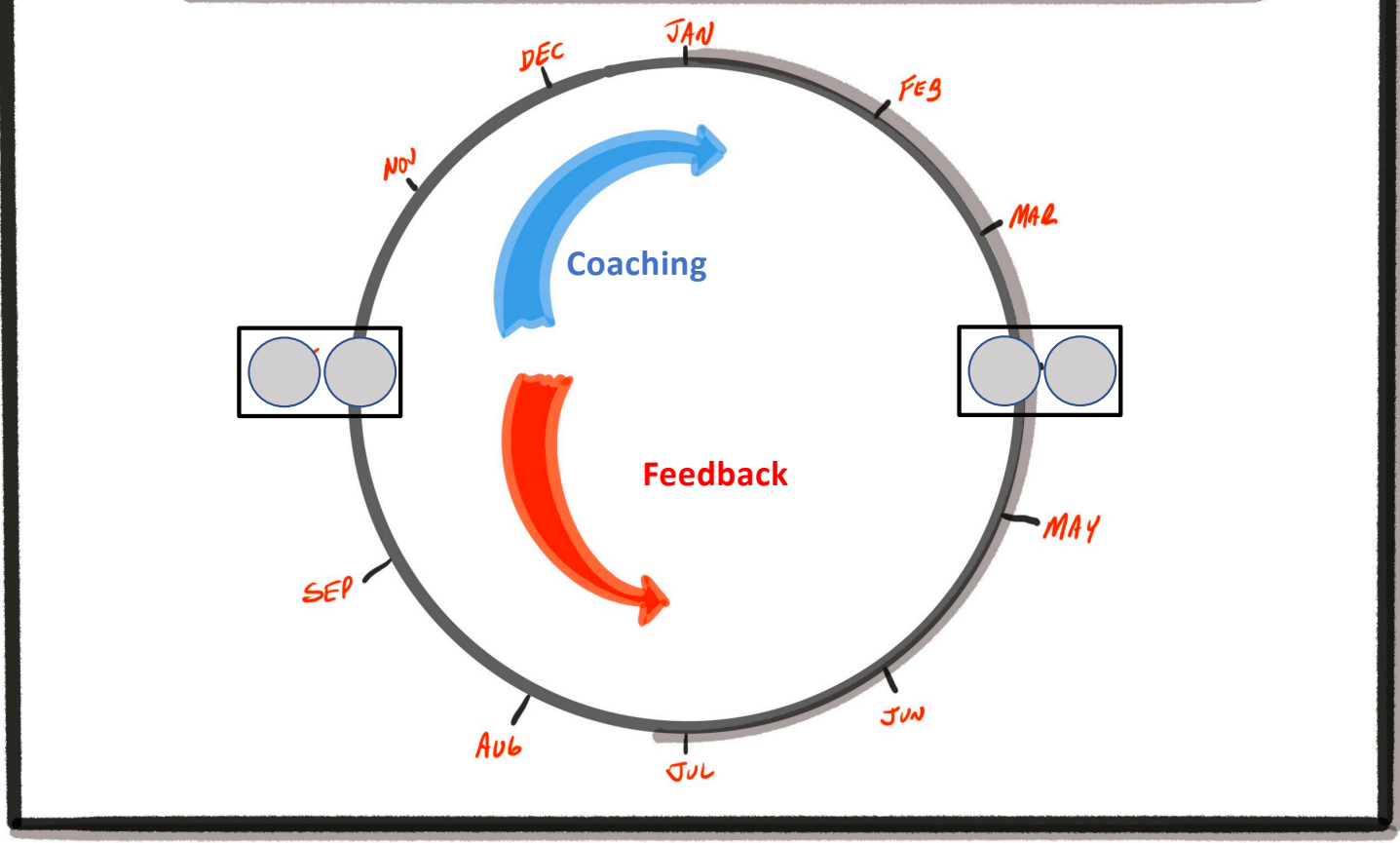
THE PERFORMANCE CYCLE



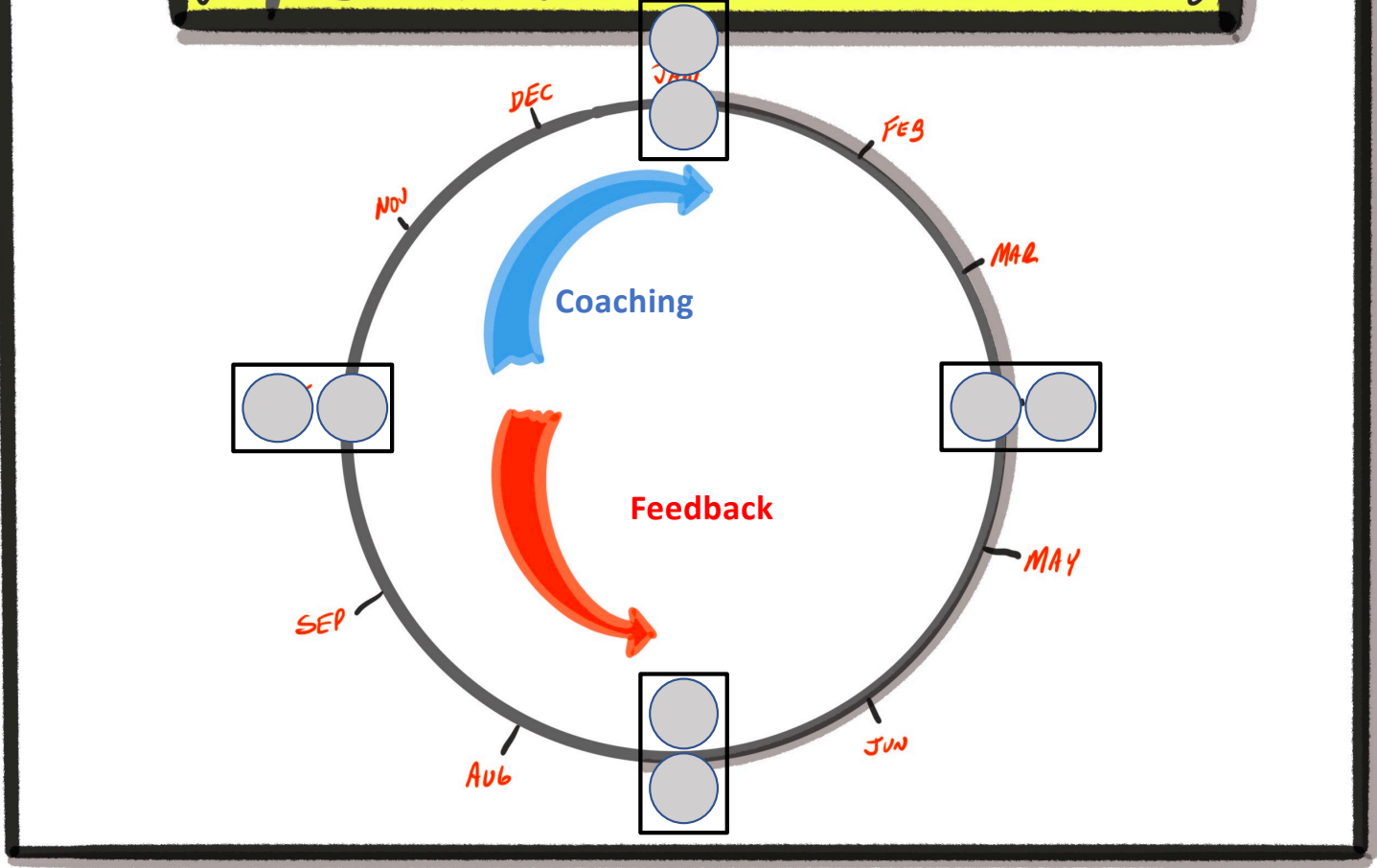
THE PERFORMANCE CYCLE



THE PERFORMANCE CYCLE



THE PERFORMANCE CYCLE



3 Types of Jobs to Evaluate

1. “_____.”

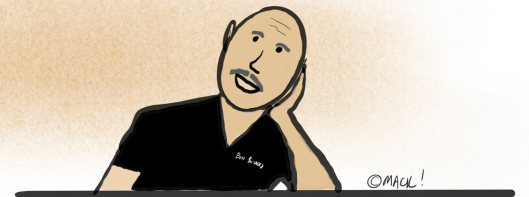
2. Objective-Driven _____.

3. Value-Driven _____.



3 Types of Jobs to Evaluate

1. “ **HEARTBEAT** ” _____.
2. Objective-Driven _____.
3. Value-Driven _____.



3 Types of Jobs to Evaluate

1. “ **HEARTBEAT** ”
_____.

2. Objective-Driven **FOCUS**
_____.

3. Value-Driven _____.

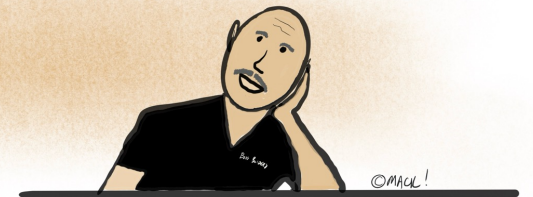


3 Types of Jobs to Evaluate

1. “ **HEARTBEAT** ”

2. Objective-Driven **FOCUS** .

3. Value-Driven **BEHAVIORS** .

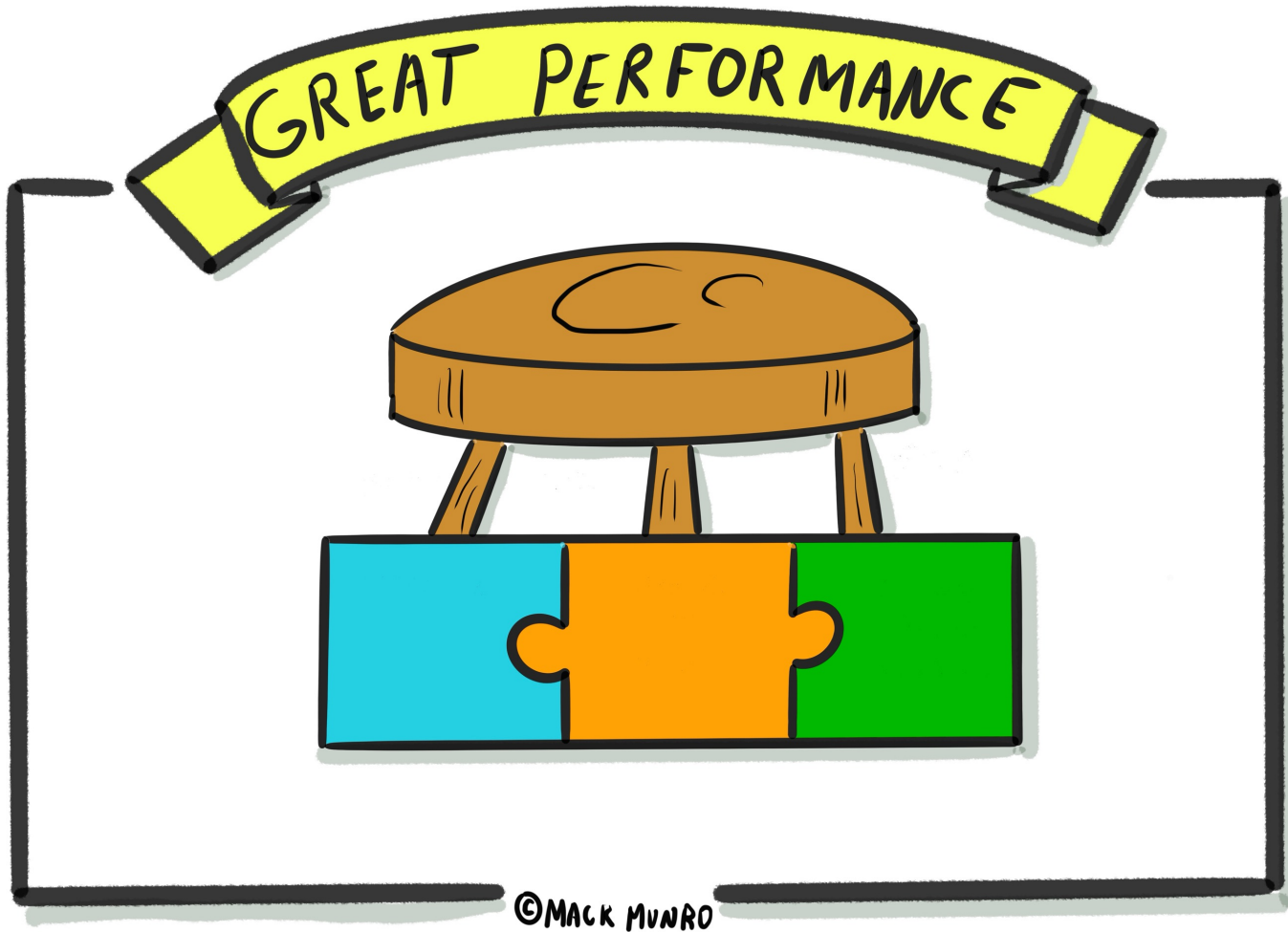


Below Expectations Unacceptable	Meets Expectations	Exceeds Expectations

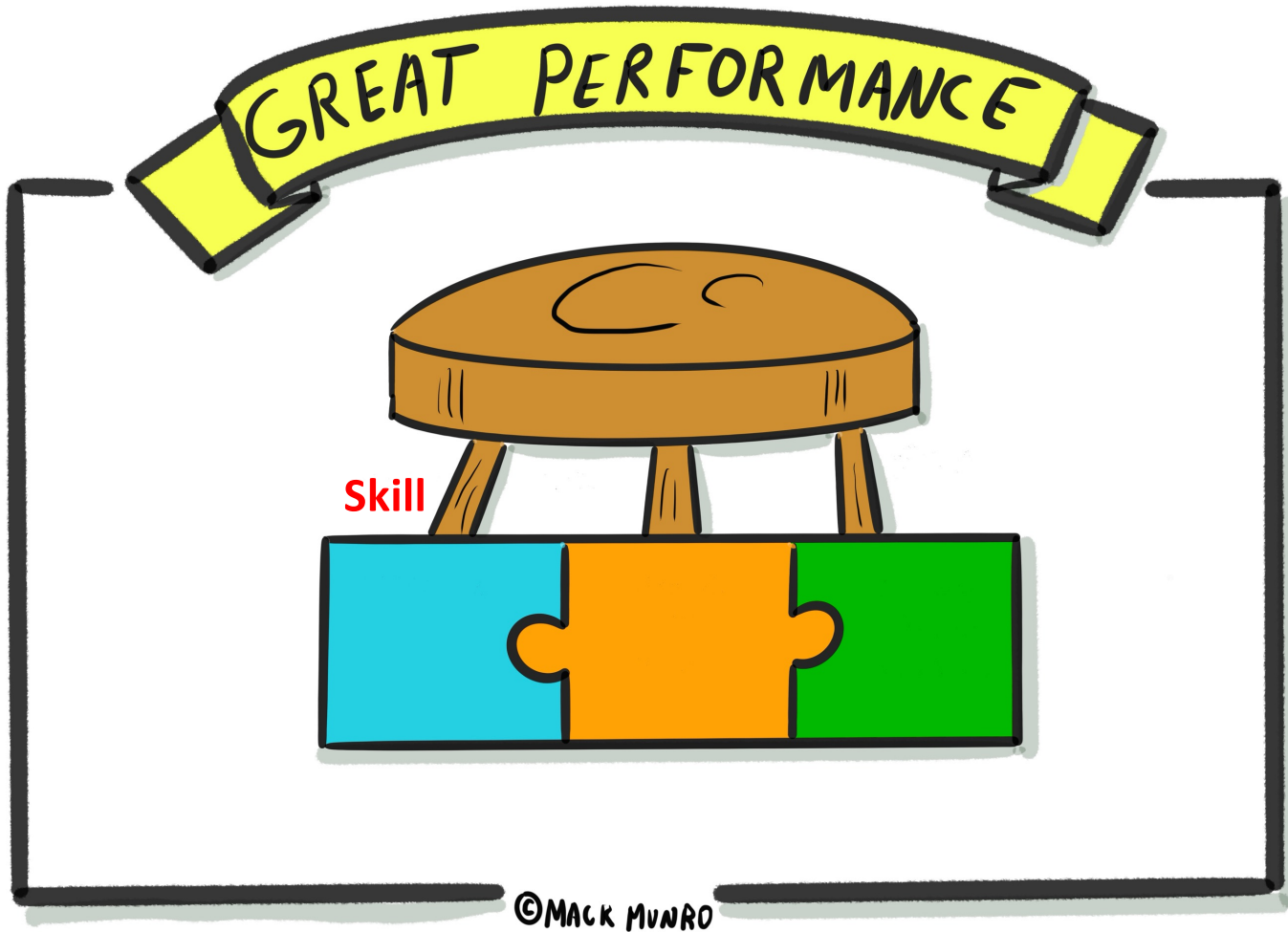
Below Expectations Unacceptable	Meets Expectations	Exceeds Expectations
TL makes decisions but fails to keep me informed of those decisions.		
TL makes same errors every time and makes no effort to solve the problem or try a solution.		
TL is negative and spreads gossip and discontent to other departments.		

Below Expectations Unacceptable	Meets Expectations	Exceeds Expectations
TL makes decisions but fails to keep me informed of those decisions.	TL communicates the decision they made and then we have dialog about it.	
TL makes same errors every time and makes no effort to solve the problem or try a solution.	TL completes tasks without error or has someone else double-check it.	
TL is negative and spreads gossip and discontent to other departments.	TL removes self from the gossip and does not spread it.	

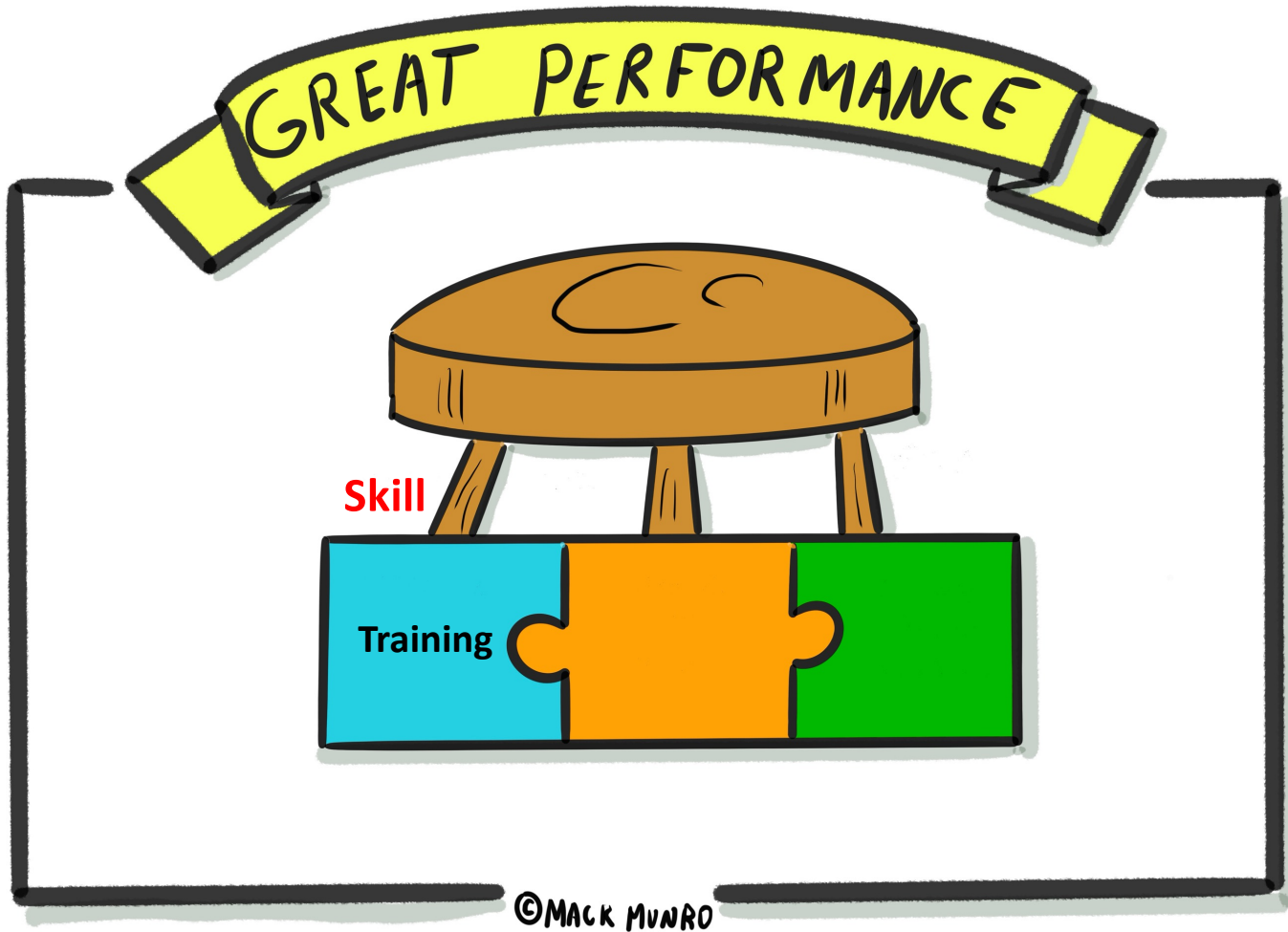
Below Expectations Unacceptable	Meets Expectations	Exceeds Expectations
TL makes decisions but fails to keep me informed of those decisions.	TL communicates the decision they made and then we have dialog about it.	TL makes decisions in a timely manner without direct supervision.
TL makes same errors every time and makes no effort to solve the problem or try a solution.	TL completes tasks without error or has someone else double-check it.	TL completes tasks without supervision and error. Teaches others how to complete properly.
TL is negative and spreads gossip and discontent to other departments.	TL removes self from the gossip and does not spread it.	TL proactively addresses the situation before addressing the gossip.

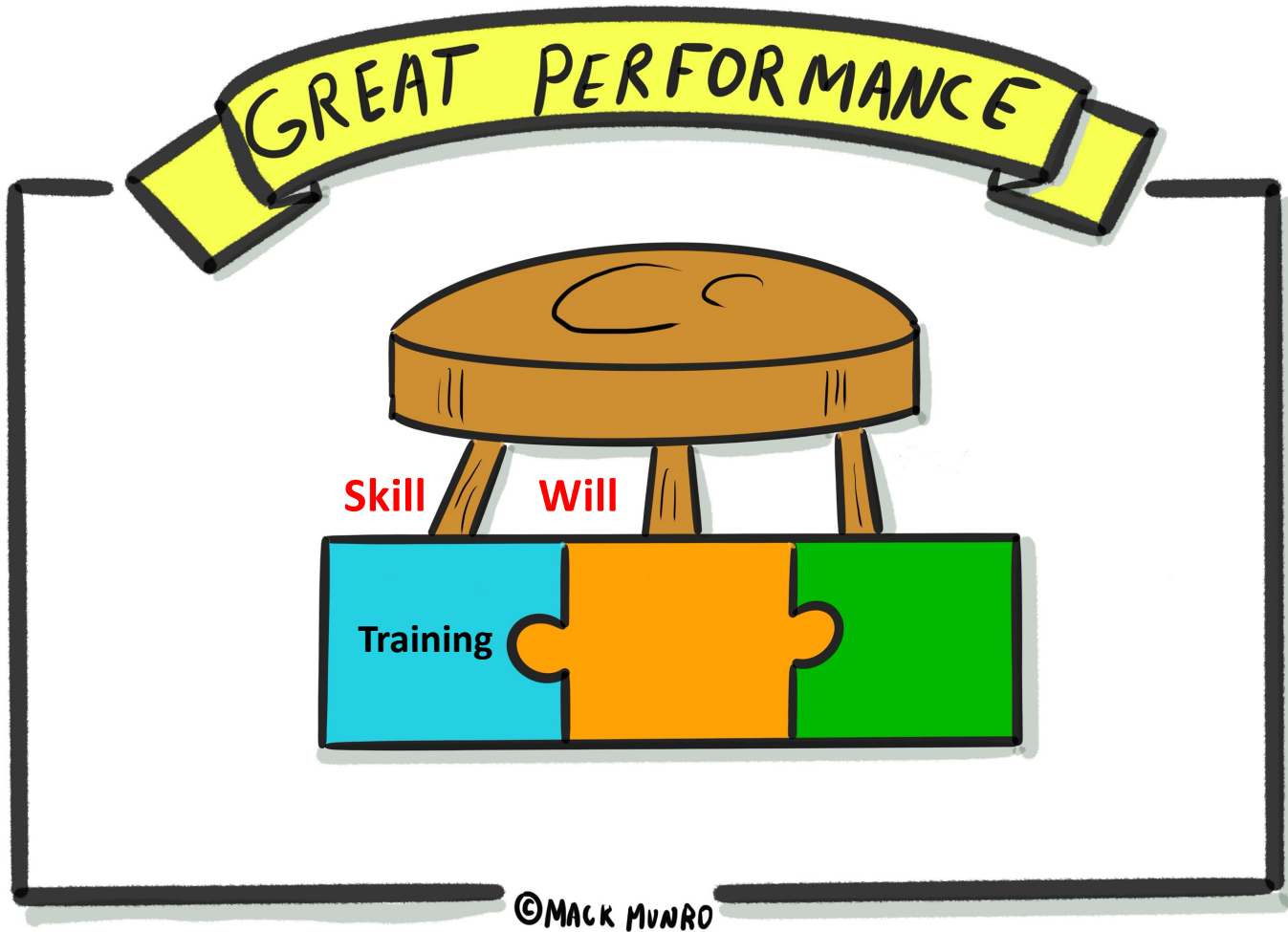


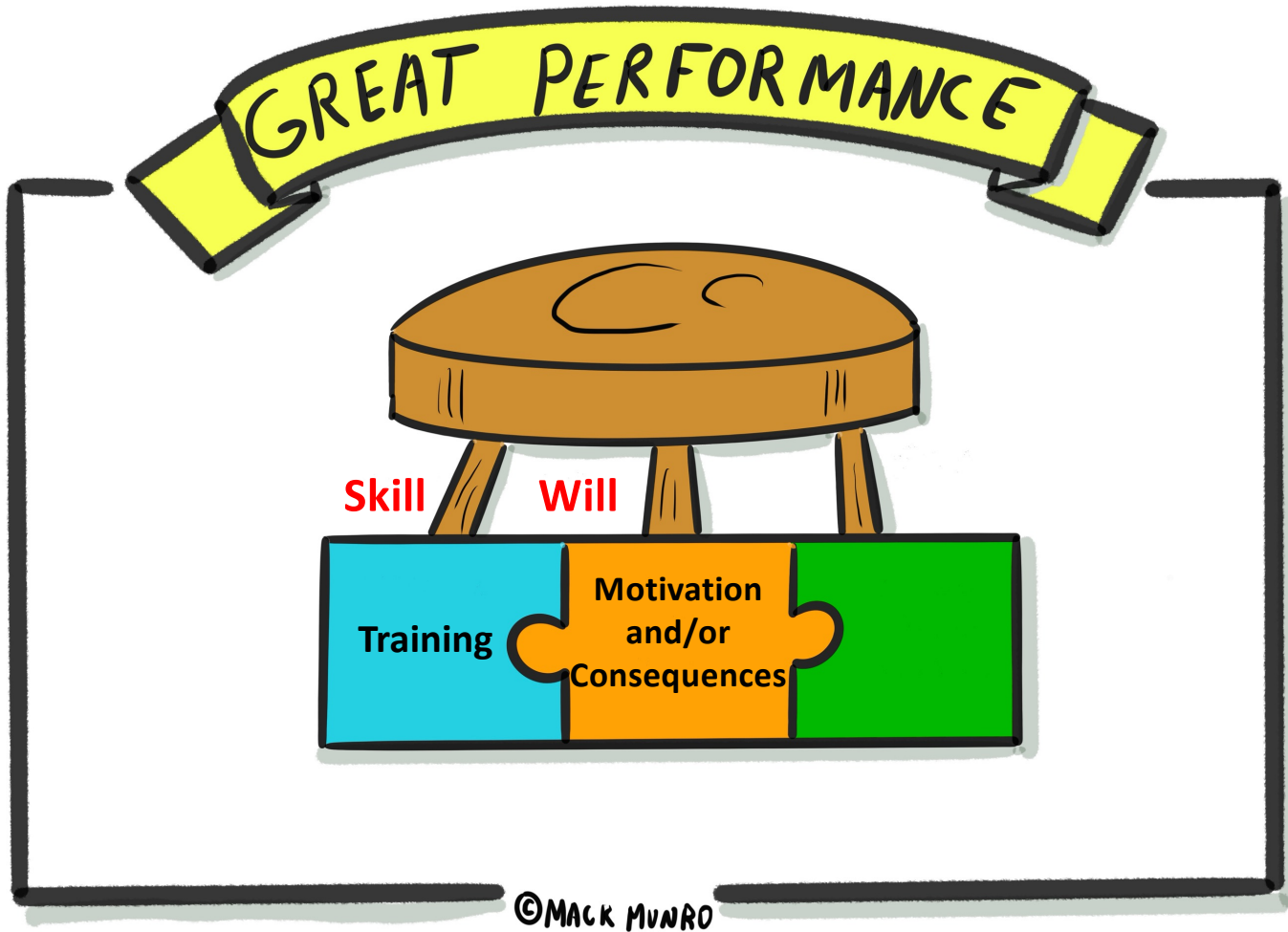
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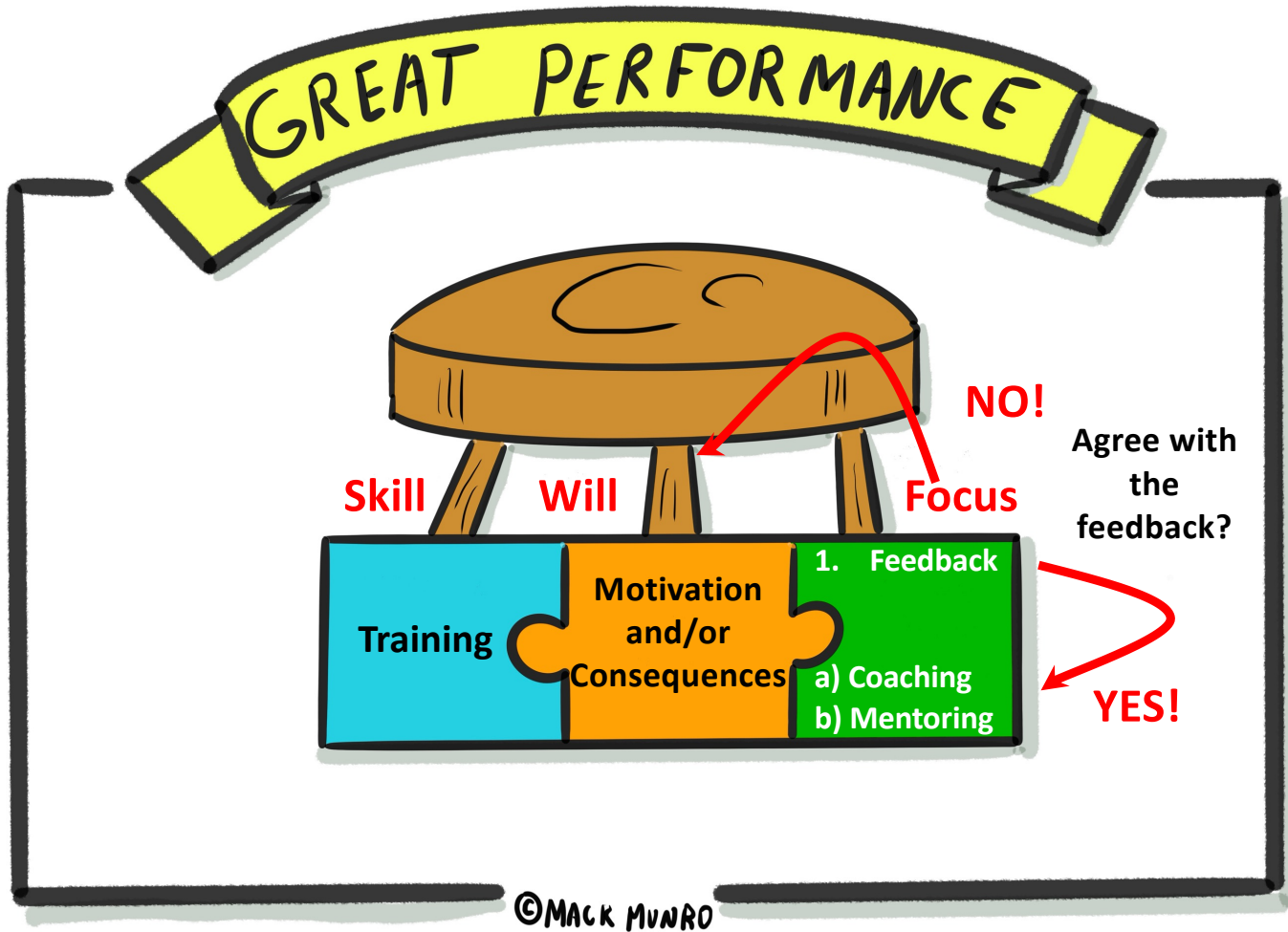
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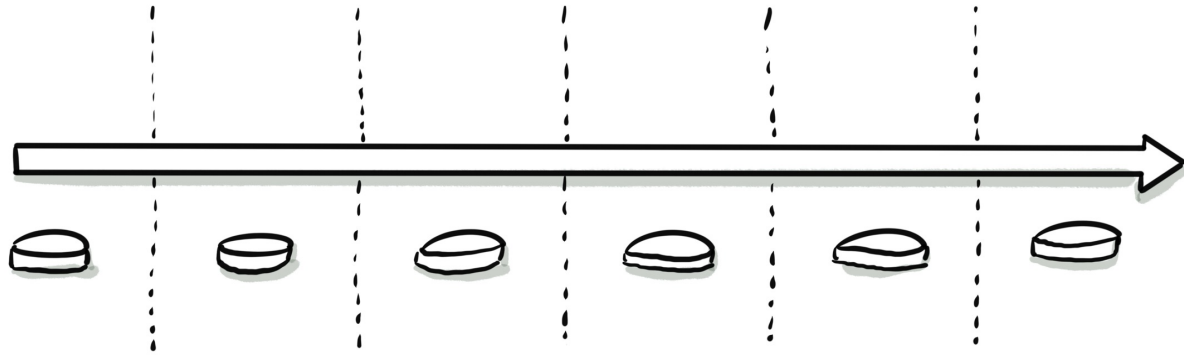




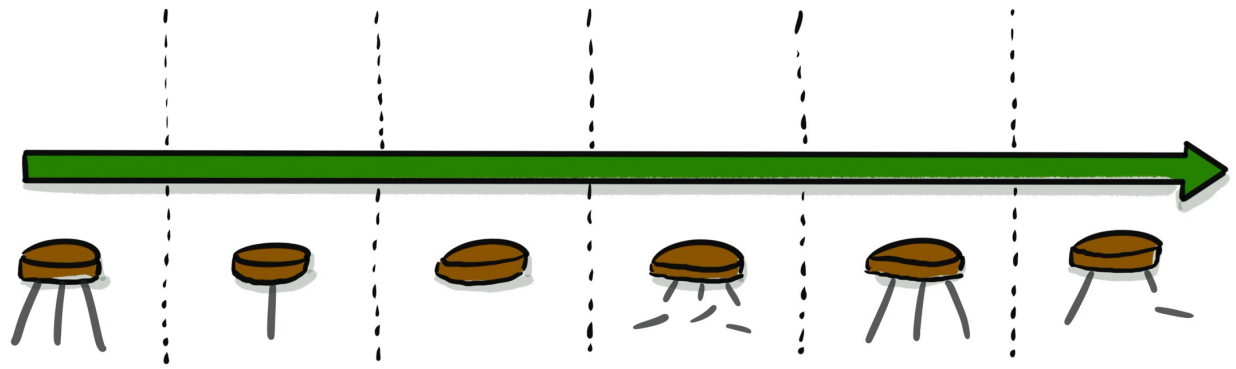




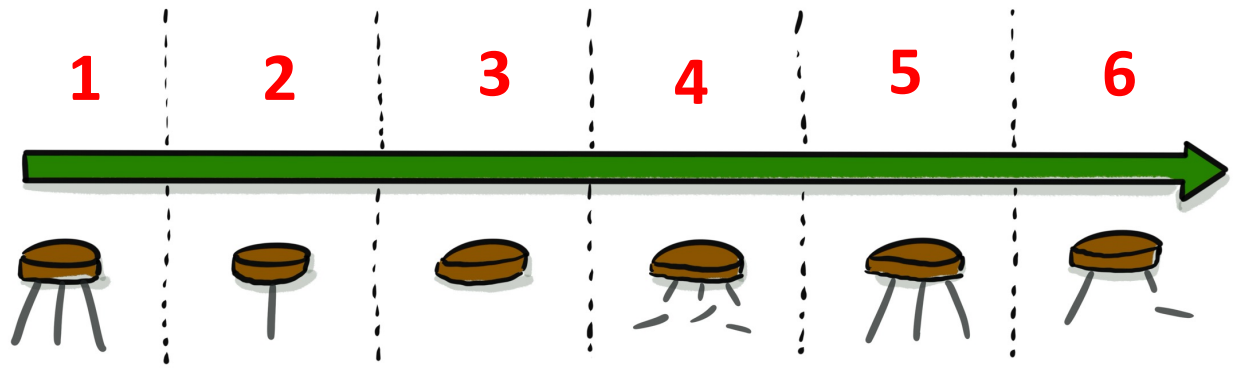
DEVELOPMENT JOURNEY



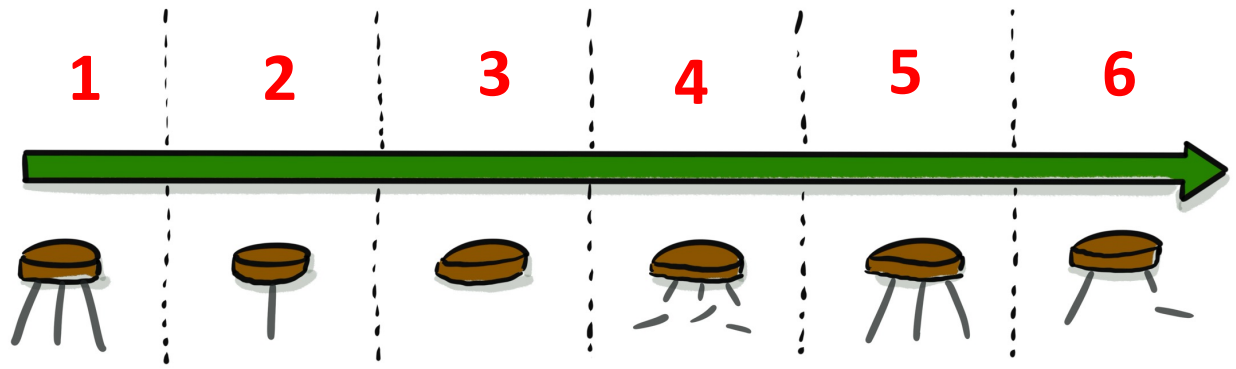
DEVELOPMENT JOURNEY



DEVELOPMENT JOURNEY

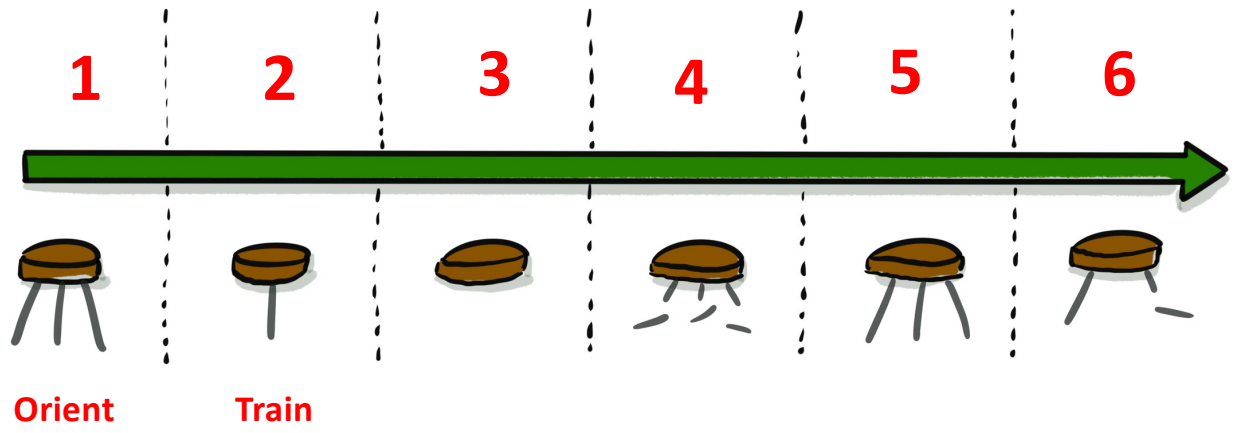


DEVELOPMENT JOURNEY

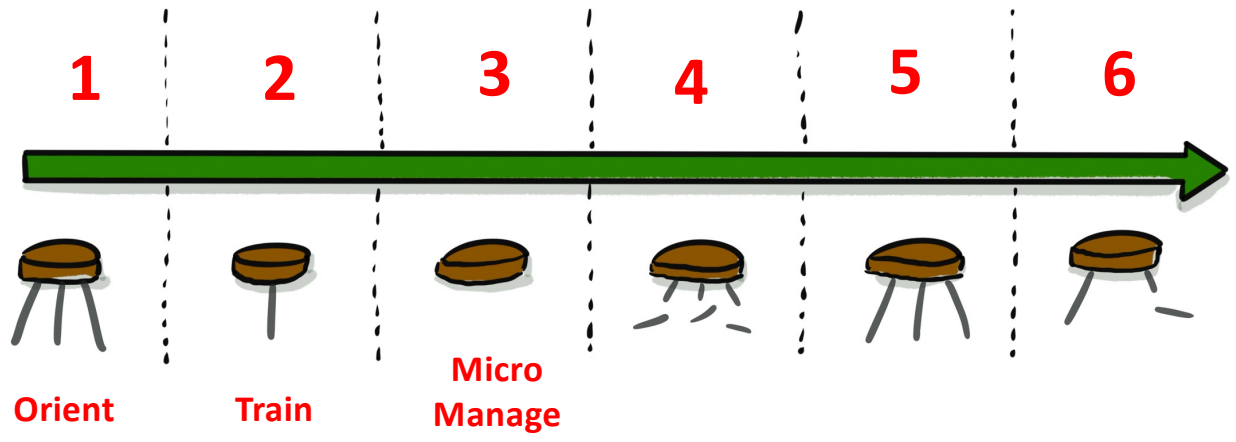


Orient

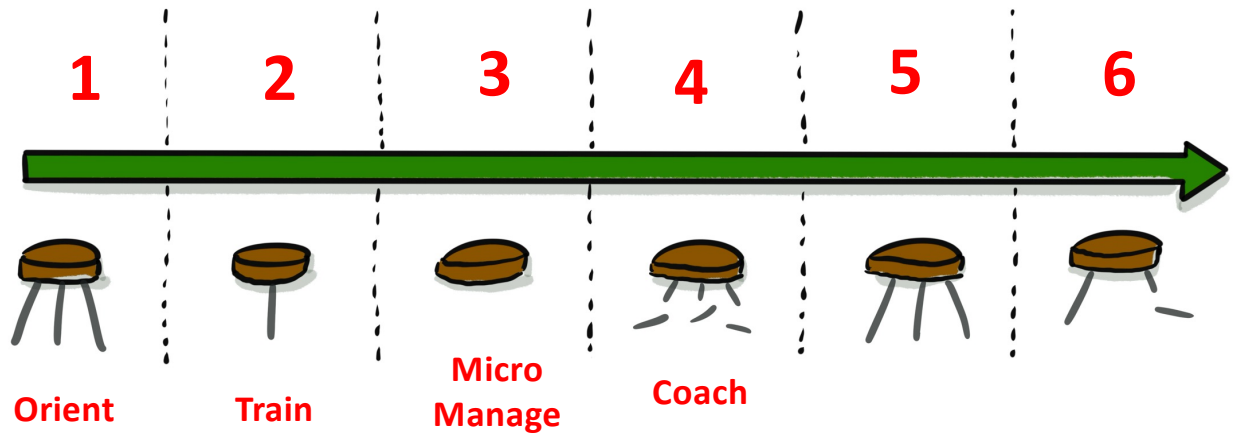
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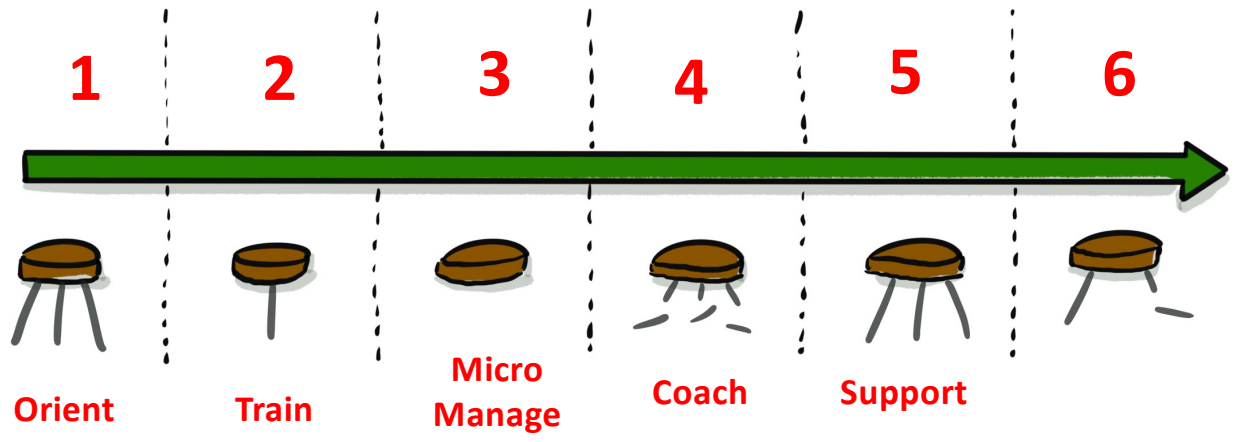
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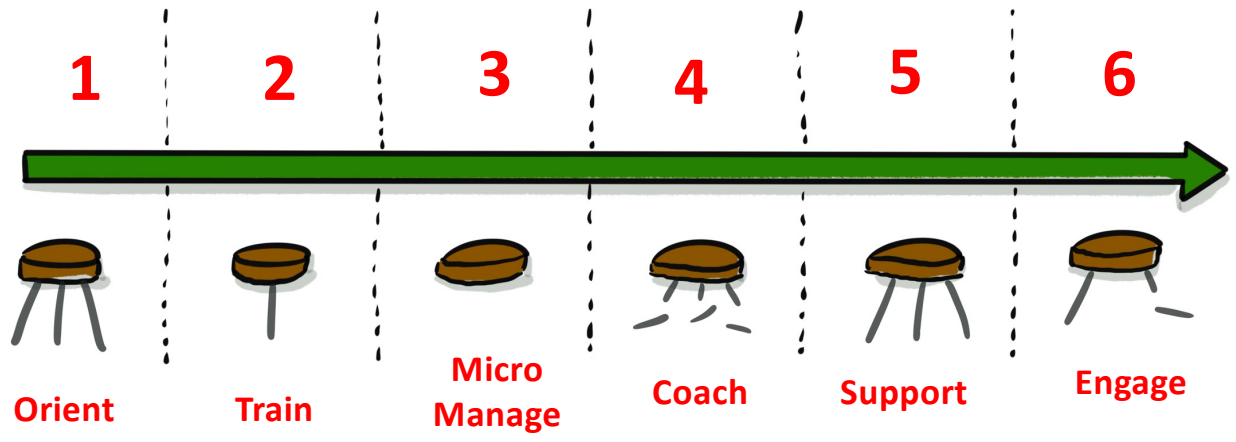
DEVELOPMENT JOURNEY



DEVELOPMENT JOURNEY



DEVELOPMENT JOURNEY



Self-Assessments

1. "Heartbeat"

2. Objective-Driven Focus

3. Value-Driven Behaviors

O: _____ (#1, etc)

G: _____ tied to that objective that you're rating

R: _____ they achieved (tied to M in SMART)

E: _____ (why it matters...from the employee's POV)

V: The _____

S: The _____

C: The _____

A: _____ Employee Took

R: The _____



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E: _____ (why it matters...from the employee's POV)

V: The _____

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E: Evaluation (why it matters...from the employee's POV)

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V: The Value

S: The Situation

C: The _____

A: _____ Employee Took

R: The _____



Self-Assessments

1. "Heartbeat"

2. Objective-Driven Focus

3. Value-Driven Behaviors

O: Objective (#1, etc)

G: Goal tied to that objective that you're rating

R: Result they achieved (tied to M in SMART)

E: Evaluation (why it matters...from the employee's POV)

V: The Value

S: The Situation

C: The Challenge/Crisis

A: _____ Employee Took

R: The _____



Self-Assessments

1. "Heartbeat"

2. Objective-Driven Focus

3. Value-Driven Behaviors

O: Objective (#1, etc)

G: Goal tied to that objective that you're rating

R: Result they achieved (tied to M in SMART)

E: Evaluation (why it matters...from the employee's POV)

V: The Value

S: The Situation

C: The Challenge/Crisis

A: Action Employee Took

R: The



Self-Assessments

1. "Heartbeat"

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O: Objective (#1, etc)

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E: Evaluation (why it matters...from the employee's POV)

V: The Value

S: The Situation

C: The Challenge/Crisis

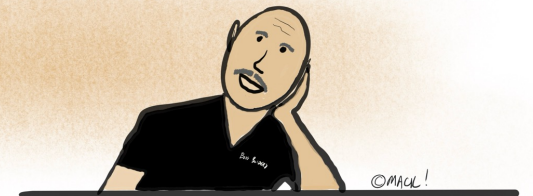
A: Action Employee Took

R: The Result



Now What?

1. Light a fire up under your managers. This is their _____!
2. Rethink how you're doing Performance Management. Is it working or is it a _____?
3. It's not always what you see... _____ is the key.
4. _____ with your managers. Show them the right way to do it and hold them _____.



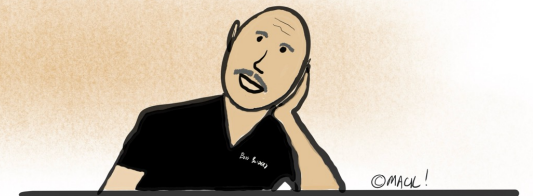
Now What?

1. Light a fire up under your managers. This is their Most Important Job!
2. Rethink how you're doing Performance Management. Is it working or is it a _____?
3. It's not always what you see... _____ is the key.
4. _____ with your managers. Show them the right way to do it and hold them _____.



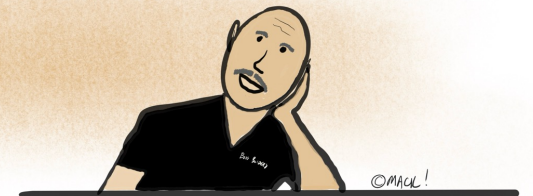
Now What?

1. Light a fire up under your managers. This is their Most Important Job !
2. Rethink how you're doing Performance Management. Is it working or is it a Paperwork Drill ?
3. It's not always what you see... _____ is the key.
4. _____ with your managers. Show them the right way to do it and hold them _____.



Now What?

1. Light a fire up under your managers. This is their Most Important Job !
2. Rethink how you're doing Performance Management. Is it working or is it a Paperwork Drill ?
3. It's not always what you see... Diagnosis is the key.
4. _____ with your managers. Show them the right way to do it and hold them _____.



Now What?

1. Light a fire up under your managers. This is their Most Important Job !
2. Rethink how you're doing Performance Management. Is it working or is it a Paperwork Drill ?
3. It's not always what you see... Diagnosis is the key.
4. Partner with your managers. Show them the right way to do it and hold them Accountable .



The End

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Mack@TheBossBuilders.com

