

May 7, 2019

Why and How to Give Effective Evaluations



**GOOD SEED
DON'T COST;
IT PAYS!**



Any Effort to Improve the Focus on Evaluations Requires:

1. Dealing with the **EXCUSES** for **NOT** giving evaluations;
2. Establishing the **VALUE** in the investment of **TIME** in giving evaluations and **FEEDBACK**; and
3. Teaching/Training how to give meaningful evaluations.



Frequent Excuses For Not Giving Evaluations

EXCUSE #1: "I DON'T HAVE TIME."

–Real Reason: Most supervisors dread giving honest feedback causing them to delay doing it until the deadline

SOLUTION: Effective supervisors give constant feedback **which makes good employees want to work for them,** making the supervisor's job easier!



Frequent Excuses For Not Giving Evaluations

EXCUSE #2: “FEEDBACK WILL CREATE UNHAPPINESS AND LEAD TO TURNOVER.”

–Real Reason: Canned and inauthentic feedback causes frustration, low morale and greater turnover.

SOLUTION: Good employees that receive meaningful and positive coaching are challenged and have higher morale than employees who receive vague or infrequent feedback.





Frequent Excuses For Not Giving Evaluations

EXCUSE #3: “FEEDBACK CAUSES DRAMA AND HURTS PRODUCTIVITY.”

–Real reason: **MANY** supervisors have an exaggerated fear of employees reacting emotionally and the resulting effects on workflow.

SOLUTION: They cannot to see the dramatically positive impact that honest thoughtful feedback has on good employees.





Frequent Excuses For Not Giving Evaluations

EXCUSE #4: “FEEDBACK WILL DO NO GOOD. PEOPLE ARE EITHER CAPABLE OR INCAPABLE AND FEEDBACK IS A WASTE OF TIME.”

–Real Reason: This is based on a mistaken belief that people do not learn, grow, or change.

SOLUTION: Underestimation/misunderstanding of an employee’s desire for feedback to feel secure in their job and future.





Frequent Excuses For Not Giving Evaluations

EXCUSE #5: “FEEDBACK HURTS GOOD EMPLOYEES.”

–Real Reason: If I point out a good employee’s shortcomings in an evaluation, that will follow them forever!

SOLUTION: Properly prepared and consistent evaluations should document improvement and be the basis for raises and promotions.



Frequent Excuses For Not Giving Evaluations

EXCUSE #6: “UPPER MANAGEMENT DOESN’T DO FEEDBACK WELL AND, THEREFORE, IT’S NOT WELCOME IN THIS CULTURE.”

–Real Reason: A misunderstanding of the true value of accurate evaluations and the likelihood that management will reward a better performing team.

SOLUTION: Even when executives avoid giving feedback themselves, they typically welcome it in other leaders.





Frequent Excuses For Not Giving Evaluations

EXCUSE #7: “WE HAVEN’T BEEN TRAINED IN THE PROPER METHOD FOR GIVING FEEDBACK/EVALUATIONS.”

SOLUTION: Although training can help, almost anyone’s natural style of giving feedback can work well when fear factors are transformed into a new belief: “This is the best way to help my team members grow and improve.”





VALUE OF INVESTING IN FEEDBACK PROCESS

EMPLOYEE BENEFITS

- ✓ Gives employees direction
- ✓ Positive recognition and feedback gives a sense of appreciation
- ✓ Provides a sense of security and value to organization
- ✓ Can set out path to career, raises and promotions



VALUE OF INVESTING IN FEEDBACK PROCESS

ORGANIZATIONAL BENEFITS

- ✓ Helps **TRACK** employee development
- ✓ Frequently identifies **BEST** supervisors/executives
 - Which teams/work groups are improving
 - Who is best at mentoring and training
- ✓ Creates a motivational system
- ✓ Helps **AVOID** lawsuits and jury verdicts



Evaluations Are About COMMUNICATION

EVALUATIONS

- ✓ Provide employees with feedback
 - **NOT** Christmas **SURPRISES!**
 - **NOT** an opportunity to **BLINDSIDE** employees
- ✓ Feedback should be provided throughout the year
- ✓ Supervisors should constantly look for appropriate opportunities to give positive and negative feedback





Evaluations Are About COMMUNICATION

**TEACHING
SUPERVISORS**
to give better
evaluations

MEANS HELPING
them to recognize
and identify
opportunities to:

- ✓ Praise **GOOD** and **IMPROVED** performance
- ✓ Provide **CONSTRUCTIVE** teaching
- ✓ Talk about goals, growth, and future opportunities



Good Evaluators are Not Orphans Raised by Wolves in a Forest

**Evaluations
and feedback
MUST be a
PRIORITY of
management**

- ✓ Generally, others won't commit the time and effort unless management makes it a priority
- ✓ Management needs to focus on:
 - Teaching/training supervisors
 - How to be a good mentor
 - Giving ongoing feedback
 - How to give effective evaluations



Good Evaluators are Not Orphans Raised by Wolves in a Forest

Evaluations
and feedback
MUST be a
PRIORITY of
management

- ✓ Senior management:
 - Prioritize time for feedback and evaluations
 - Use evaluation process at all levels
 - Hold supervisors **ACCOUNTABLE** for giving feedback and giving honest productive evaluations



Preparing Evaluations—Plan Ahead

Evaluation preparation **SHOULD** be a part of the organization's planning calendar

- ✓ Just like budgeting and other annual processes, evaluations must have an **ESTABLISHED SCHEDULE**
- ✓ There must be a **CONSISTENT** system and process for both **SUPERVISORS** and **EMPLOYEES**



Preparing Evaluations—Plan Ahead

Evaluation preparation **SHOULD** be a part of the organization's planning calendar

✓ Process scheduling **MUST ALLOW TIME** for evaluation:

–Preparation

–Writing

–Review, reconsideration and editing

- By the evaluators

- Others



Preparing Evaluations—Be Prepared

QUALITY EVALUATIONS DON'T JUST HAPPEN— THEY TAKE TIME AND EFFORT

- Review the **RELEVANT** material
 - Review policy or employee manual
 - review job performance data
 - Including reviewing performance standards
- Review other data that **IMPACTS** performance
 - How well does the employee work with people in other departments
 - Arriving on time, not leaving early, and time off from work



Preparing Evaluations — Give Substantial Feedback

- “Garbage in-Garbage Out” or “Where’s the BEEF?”
 - Checking boxes and rating on a 1-5 scale gives little information
 - Evaluation **MUST** contain substantive information
 - Describe in **DETAIL** what the employee is:
 - Doing well
 - Areas where he/she has improved
 - Since last evaluation as well as
 - Over the period of the evaluation
 - Areas where the employee needs to improve or grow



Preparing Evaluations — Give Substantial Feedback

- Substantive feedback **NEEDS** to help the employee
- This is **NOT** Christmas—should not be significant surprises in areas where improvement is needed
- Provide information in a **POSITIVE** productive manner
 - “A trained monkey would do better at ...”
 - Identify the problem and specific areas that need to improve
 - Give specific concrete examples



Preparing Evaluations — Once Is NOT Enough

- Review Evaluation
 - Ideally, put the evaluation aside and come back to it
 - Critically review the first draft
 - Remember **HALT**
- Other supervisors or management should review evaluations
 - Ideally, someone familiar with the employee's performance
 - Review the content and give substantive feedback
 - Needs to ensure all employees are evaluated and treated equally



Preparing Evaluations — How the Other Half Lives

**SHOULD YOU
HAVE THE
EMPLOYEE
PREPARE A SELF
EVALUATION?**

- Allows you to compare the employee's views of his/her:
 - Job **PERFORMANCE**
 - Place on career track
 - Strengths and weaknesses
 - Opinions regarding supervisors and co-workers
 - Helps identify the disconnects!



Giving the Evaluation — Think Ahead and Prepare

- Don't go on **AUTO PILOT**– (instead, think through the entire process)
 - Should the employee get the evaluation ahead of time
 - Should more than one person be present for the evaluation
 - Should the supervisor take the lead in the evaluation
 - Prepare yourself:
 - Review evaluation
 - Be prepared to **DISCUSS** the specifics



Giving the Evaluation — Focus on Positive

- Try to start and conclude on a positive note
 - Even with difficult employees
 - No one gets fired at Disney
 - BUT supervisor MUST remain honest
 - Acknowledge if you need to look into something the employee raises
- Be prepared to discuss the future
 - Career opportunities
 - Am I “on track for partnership?”
- Prepare needed follow up such as a performance improvement plan



Giving the Evaluation — It Ain't Over till it's OVER

- Post evaluation, employee may:
 - Want to discuss things again
 - Write a response
 - Ask to review their Personnel File
- Do not get threatened
 - Respond positively
 - Recognize this as another opportunity to **ENGAGE** the employee and move forward



Making Feedback and Evaluations Most Effective

- Evaluate the Evaluators!
 - All supervisors' job performances **MUST CONSIDER**
 - How good they are at mentoring, giving feedback, and giving evaluations
- Do you want to discuss raises, bonuses and promotions when the employee gets her/his evaluation
 - Will they **LISTEN** to feedback or just focus on money and promotions?



Making Feedback and Evaluations Most Effective

- Whenever there is a claim or lawsuit:
 - Review everything the supervisor has put in the personnel file
 - If the evaluations do not support employment action, then the supervisor needs to be held accountable
- The evaluation/feedback process **MUST** be a:
 - Positive/productive process designed to help the employees
 - Succeed
 - Improve and get promoted
 - It should **NOT** be a punitive process that is harmful to employees

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