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VICTORIA'S
Small Business Festival

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What is Performance Management?

The process of managing employees' performance against defined goals and behaviours.

Performance Management includes both informal and the formal review process.

The outcomes of a good review process

- good two-way conversation
- clear feedback against agreed goals
- future performance expectations/objectives set
- appraisal and recognition
- agreement on required development/training
- clear feedback on poor performance
- an understanding of future desires of the employee

Why is it important?

- employees feel valued – moral
- to maximise the performance of staff
- to ensure set outcomes and behaviours are met
- to provide clear understanding of what is required for the coming months
- ensure effective communication is met
- to reduce staff turnover

Other reasons to do Performance Reviews

- can be linked to pay increases and bonuses
- formalise documentation on underperformance
- employee can provide feedback on their manager

Things to Consider

- annual reviews are a summary of the year
- feedback should be daily and as things occur
- it is imperative that feedback is respectful, yet direct

How can I ensure my staff perform?

- hire the right person
- ensure they know what they are expected to do
- provide regular, clear feedback
- celebrate individual and company successes
- address poor performance
- provide induction, training & coaching to all staff

How to Start Performance Management

- company strategy
- organisation structure
- position descriptions
- company behaviours
- performance feedback template

My role in the Bigger Picture

What is the company trying to achieve?



What do I need to do to contribute to the company goals?



What behaviours are expecting of me?



How does this role fit into my personal goals?

A good performance review discussion covers all of these areas

How to conduct an effective review

- prepare
- have examples/focus on facts
- schedule the meeting
- be punctual
- allow adequate time (at least an hour)
- avoid interruptions
- agree on future goals
- document the outcomes
- this is a 2 way conversation
- be positive
- when providing negative feedback, be direct, fair and factual

Example Template

Staff name:

Title:

Manager name:

Review date:

Goals:

1. Objective one
2. Objective two
3. Objective three
4. Etc,

Underperform



Met



Exceed



Example

tangible example

Feedback:

1. Manager summary of the year:
2. Employee summary of the year:
3. Development needs:
4. Career goals:
5. Other:

Too Soft or Too Hard

It can be quite difficult for some managers to give negative or poor performance feedback. The more you understand your employee, the easier it is to give both negative and positive feedback.

- keep in mind that one style of communication doesn't fit all
- get to know your employees communication style (direct, relationship based, assertive) and the areas that they are most sensitive too, to avoid potential conflict

Seven of the most common triggers that make people react badly to feedback

1. personal criticism or being told they are wrong
2. being ignored with their requests or not being thanked for their efforts
3. being perceived as a failure
4. being placed in an embarrassing situation
5. being caught off guard
6. being restricted with undertaking mundane tasks
7. being unjustly treated

After the meeting

- schedule the next meeting
- provide the employee with the notes
- follow up on your commitments
- maintain confidentiality

Summary

- Performance Management improves productivity, output and morale
- Feedback should be on an ongoing basis
- Formal Performance Management should be done at least annually
- Ensure feedback is fair, factual and based on agreed goals

Thank you

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