

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

May 7, 2019

Why and How to Give Effective Evaluations



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