



THE NATIONAL LEARNING INSTITUTE

HELPING MANAGERS BECOME BETTER MANAGERS

Positive Performance Management

How to provide the best performance feedback an employee has ever had

This tool has been designed for managers and their employees to make it easy for both to agree on the performance that is required of a competent employee. It provides the employee the opportunity to discuss their achievements and areas where they would like to improve, in a positive and creative discussion.



INSTRUCTIONS:

1. Manager and employee should set aside a maximum of 30 minutes for the discussion (in fact this process is so powerful that often less time is needed).
2. Manager asks the employee to allocate a total of 100 points across the four categories of his/her performance over the last three months, i.e. “Could have been better”, “OK for now”, “Really good” and “Peak performance – me at my best”.
3. Manager asks the employee the following questions:
 - What are you doing that is outstanding/really good?
 - What tells you that? How are you managing to do that?
 - What else is going well? What else? What else? What else? (keep asking until all examples are discussed)
4. In the final 5-10 minutes, manager asks:
 - Suppose next time we meet some of the scores have shifted more to the right, what will you be doing then that you’re not doing now?
 - How will others know?
 - What will I be noticing?
5. If necessary, finish the discussion by documenting the outcomes in your performance management system.
6. Manager should thank the employee for his/her good work and offer support on any areas for agreed improvement.



POSITIVE PERFORMANCE MANAGEMENT

Self-rating on overall performance over last 3 months

(Detach and ask employee to complete)

<i>Could have been better</i>	<i>OK for now</i>	<i>Really good</i>	<i>Peak performance – me at my best</i>

Application: Briefly reflect on your own performance at work over the last 3 months. Allocate a **total of 100 points** across the 4 boxes as appropriate. Put in the first numbers that immediately spring to mind as these might well change in the subsequent conversation. Your numbers need to add up to 100.



Further information for the manager running the discussion

1. Set aside a maximum of 30 minutes for the discussion (in fact this process is so powerful that often less time is needed).
2. Ask your employee to allocate a total of 100 points across the four categories of his/her performance over the last three months, i.e. “Could have been better”, “OK for now”, “Really good” and “Peak performance – me at my best”.
3. Start in the right hand boxes. Ask the employee the following questions:
 - What are you doing that is outstanding/really good?
 - What tells you that? How are you managing to do that?
 - What else is going well? What else? What else? What else? (keep asking “What else?” until all examples are discussed)
4. In the final 5-10 minutes, ask:
 - Suppose next time we meet some of the scores have shifted more to the right, what will you be doing then that you’re not doing now?
 - How will others know?
 - What will I be noticing?
5. If necessary, finish the discussion by documenting the outcomes in your performance management system.
6. Thank the employee for his/her good work and offer support on any areas for agreed improvement.

