Development Activities for Setting Performance Expectations

Application Opportunities

- Pay attention to nonverbal communication during setting expectations discussions. Is the other person uncomfortable, nervous, etc.?
- Read books about performance management, goal setting, coaching, reinforcing, dimensions, etc. Include books by authors such as Peter Drucker, Robert Mager, William Byham, and Ken Blanchard.
- Read articles about performance management in personnel, management, training, and organizational development journals.
- Read biographies of sports coaches, as well as business and military leaders (e.g., Pat Riley, Akio Morita, and General Omar Bradley).
- Make certain that every employee knows you are committed to supporting his or her development.
- Ask an expert to observe your behaviors related to setting performance expectations and to provide specific feedback, including alternate positive behaviors.
- Ask a peer or manager who is known for effectiveness in setting performance expectations to discuss his or her approaches and personal tips.
- Seek ideas and suggestions from the person with whom you are meeting before determining a final performance plan. After the discussion, make sure that the other person is in full agreement.
- Ask a peer or manager to coach, rehearse, practice, or role-play with you before a setting performance expectations discussion.
- Observe an expert conducting setting performance expectations discussions. Afterward, interview both parties and request suggestions and feedback for improving your skills.
- Have a group meeting to establish and clarify departmental objectives and key result areas for specific jobs.
- Brainstorm methods for monitoring and measuring progress and results.
• Obtain instruction or coaching on the particulars of your organization’s performance management and appraisal process.

• Incorporate organizational, departmental, and team goals into individual work expectations. For example, if an organizational goal is “100 percent customer satisfaction,” ask associates to be accountable for the same goal.

• Create a description of what is expected from each position on the team and provide team members with a copy. If descriptions already exist, review them to make sure they are still accurate.

• Talk with your team about how it is doing in relation to its and the organization’s goals and objectives.
Readings

Books


The authors examine the five functions that performance appraisals are supposed to fulfill and offer more effective alternatives. They also present a phase-out plan for the performance appraisal system.


Thirty-five exercises provide managers with tools to improve employee performance. Rather than the typical semi-annual review and coaching session, these tools are to be incorporated into a manager’s style and used as opportunities for improvement arise.


This comprehensive book about performance management describes how to create organizations that encourage employees’ continuing growth. These chapters are useful for aligning performance: “Applying Performance Coaching,” “Conducting Developmental Evaluations,” and “Creating Performance Growth and Development Plans.”


Through the use of anecdotes, the author emphasizes the importance of being honest with an employee when he or she is not performing as expected. According to Janove, clear communication is the best way to maintain a good employer–employee relationship.


This easy-to-follow handbook gives managers and employees the tools to set realistic performance goals and to create a positive work environment. The book includes forms, practices, and check sheets.
Bristol, VT: Velocity.
This book gives managers the tools and techniques to help employees reach their fullest potential. Some of these techniques include how to work with employees to set objectives, document performance, and create development plans.

**Articles**
Measuring employee performance only against performance goals does not always yield the best results. When a task is new or complex, a different measure must be used.