

Volume 13

What I'm hearing

"I'm unsatisfied with my performance evaluation process."

What it means

There are three mistakes I see most often with regard to evaluations:

1. **We stop doing them because there is no money for wage increases.**
This also includes the attitude, "I'm too busy to do it." There's lots of research to refute the idea that money alone motivates people. LOTS!
2. **We blame the form.** This is another way of putting the burden on HR to fix something. If leaders and followers understand the process, the form might be a burden, but it is not a barrier.
3. **We're not training leaders and followers.** Few organizations train both parties in the performance conversation. By training, I mean going beyond basic tenets of the job, such as, "Here is how you use the software."

Remember the Q12 from the Gallup research? The two things people need most are: "I know what is expected of me at work" and "I have the tools to do my job" Performance conversations address these questions.

A second key point is that people have to get by the "What is my increase?" question, trust enough to share what they need, be willing to listen to the feedback, and own the action plan. ([Read trU Tips 11 on Followership.](#))

What you should do

First of all, change the name to "Performance Conversation." Evaluations are things we give to people; conversations are something we share with people.

Next, review the following solutions on my website:

- [Directions for the leader and the reviewee](#)
- [Feedback form for the reviewee](#)
- [Basic form for the conversation](#)

Compare the conversation framework I provide to your solution. Ask yourself, "How much talking is happening in my form?" and "Who owns the action plan?"

The performance conversation is a key habit for making the most of the talent on your team. [Here is a scorecard](#) I share with leaders to help them step back and evaluate whether they're doing the right things to keep their people focused and engaged (i.e., talent management). Notice this is Key Habit #1.

Looking for help in establishing great performance conversations with everyone on your team? Did the talent scorecard reveal a gap? Contact me.

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