

Volume 17

What I'm hearing

"How can I possibly have time to do evaluations and one-on-ones, address future people needs in my business and focus on the development of my people? I know it's important, but I have so much to do!"

What it means

I asked a group of human resource professionals what would be the number one reason their leaders gave for not doing one-on-one discussions, performance evaluations, or succession planning. The answer — and it is **always** the answer: time.

All the research says that spending time with people to help them focus is **the** most valuable investment a leader can make. Gallup proves this in their Q12 Index employee-engagement research, with the top two questions focusing on whether people (a) know what is expected of them at work and (b) have the tools needed to do their jobs.

More recently, a Ken Blanchard Companies[®] /*Training* magazine study found that 80 percent of respondents identified **setting performance expectations** as the key job factor owned by their direct leaders.

The research is crystal clear regarding that which people need to be at their best, and how engaging them fully will have a positive financial impact on a business. But, in the trenches of leading a business, there's this barrier called "time."

What if I told you that this could be accomplished with a 10-hour-per-person commitment each year?

What you should do

Everyone needs a target, so here's one for you in terms of what you need to do and when. I call it the **trUPerformance™ Talent Calendar**. It is this simple. It's also difficult to do because starting means changing some habits and learning to make this a priority. It consists of three key habits to perform with each of your people: monthly one-on-ones, annual performance conversations, and midyear check-ins. For a more strategic look at your people, another key event to include is a yearly key role/key people discussion.

The Talent Calendar gives any size business the tools to focus on the most important asset in that business — its people. It makes the time commitment clear and makes the limited time you have available count.

Looking to create this habit across a group of leaders in 2012? Is it time to rebuild some of the habits and culture around investing in your people? Contact me. Scott@thetrugroup.com