Performance Appraisals 
WITHOUT a number

By Karen Greaves
Karen Greaves

www.growingagile.co.za

Coach

Trainer

overachiever

worked at 11 companies

done over 100 p.a.'s

ex Dev Manager for 30 people

@karen_greaves

who am I?
Share a story about a performance appraisal with someone else.

"my last p.a. ..."
standup if you heard or told a negative story
Leadership IQ study

13%. managers + employees

6%. CEOs

think P.A.'s are effective
Watson Wyatt Index implementing 360° reviews reduced business value by 10%.
45% HR don't think appraisals are accurate

42% HR don't think people are rewarded fairly for performance
my experience...

first job 4/5
next appraisal...

3/5 you had your turn...
a few jobs later...

you rock...

have more money
the feedback I remember...

you're too emotional
to be a manager
what about 360's...

communication average
no comment
then I became a manager....

I wanted to be the BEST manager ever!
when I gave performance appraisals...

no one gets an A
what employees said...

I don't understand...

How do I get an A...

I'm trying hard...
This is not working!
starting over at Fundamo...

1. mindset
2. one on ones
3. feedback
4. performance appraisals
5. salaries + increases
6. poor performers
everyone wants to succeed at work
2. one on ones...

- build a relationship + trust
- talk regularly
- ask for feedback
- sow seeds + connect people
- give feedback
3. feedback

1. Identify alternative behavior
2. Describe impact + consequences
3. Identify situations
4. Describe current behavior

Feedback Planner by Paul Jerome
In pairs practice using the feedback model
4. Performance Appraisals

- Objectives = Definition of done
- No scores given to my team
- No appraisal form, just increase letter
- HR wanted scores
- used 3 - under performing; average; star
- most people were average
5: Salaries + Increases

- Philosophy: if salaries were shared, no one would be unhappy.
- Fix it when you hire.
- Increase based on position in salary bracket.
# Salary Increases

<table>
<thead>
<tr>
<th>Performance</th>
<th>Band</th>
<th>Low in Band</th>
<th>Above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Star</td>
<td>Big+</td>
<td>Ave+</td>
<td>Ave</td>
</tr>
<tr>
<td>Average</td>
<td>Ave+</td>
<td>Ave</td>
<td>Ave-</td>
</tr>
<tr>
<td>Poor</td>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>
6. poor performers

- remember the mindset
- poor performers are not bad people
- have a conversation, no surprises
- find a new role or job for them.
discuss...

what ideas can you apply?

- mindset
- one on ones
- feedback model
- no scores
- poor performance
- salaries
write down 1 thing you will do when you get back + share it.
Thank you!
References