



Strategy

20 Years of Organizational Development and HR Consulting – unlocking value for customers, leaders and employees.

People

Service

Culture

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Professional Background

Experience

- 20 + Years of Human Resource and Executive Leadership
- SVP – Chief Human Potential Officer of a \$3.5 billion revenue Health Care organization
- 10+ Years of Labor and Employee Relations
- 12+ years Adjunct Professor of Strategy, Human Resources, Innovation

Education

- Juris Doctorate
- Masters of Business Administration
- Masters of Science – Management and Leadership
- Bachelor of Arts – Government
- Change Management Certification

Consulting Services

- **Fractional / Interim HR Executive**
- **Executive/Leader Coaching**
- **Executive Recruitment**
- **HR Operations**
 - **Maturity Assessment**
 - **HR Department Transformation**
- **Compensation & Rewards Program Development**
- **Talent Acquisition and Retention**
- **Organizational Development**
 - **Organizational Design/Restructure**
 - **Leadership Quality Assessment**
 - **High Performance Employee Programming**
 - **Leadership Training and Development**
 - **Belonging Strategy Development**
 - **Performance Review Process Design**
 - **Talent Management & Program Development**

A dark blue, semi-transparent overlay covers a background image of a business meeting. In the background, several people in business attire are seated around a table, looking at documents and laptops. The lighting is dim, creating a professional and focused atmosphere.

PERFORMANCE REVIEWS

Do they engage employees?

Contact us at: kevin@kbdull.com

PERFORMANCE REVIEW EFFECTIVENESS

Performance Reviews Get a Failing Grade

Survey of U.S. office workers finds traditional performance reviews are unproductive and stressful.

88% of respondents currently have a regularly scheduled, structured, written performance review. These office workers said:

Traditional reviews are outdated and a waste of time.



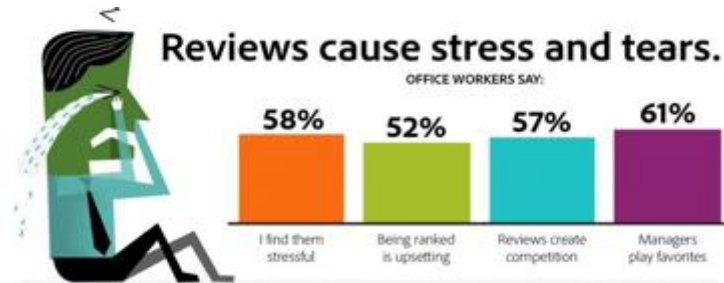
on average to prep for each employee's review.



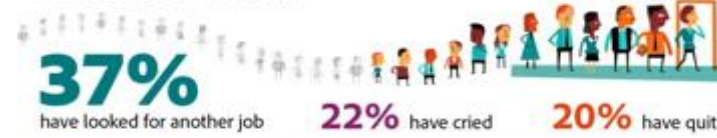
Almost **two-thirds** of office workers and managers find performance reviews outdated.



of office workers say reviews have no impact on how they do their job and are a needless HR requirement.



And after a review...



61% of Millennials would switch jobs to a company with no performance review (even if pay and job level were the same)



Workers want change!

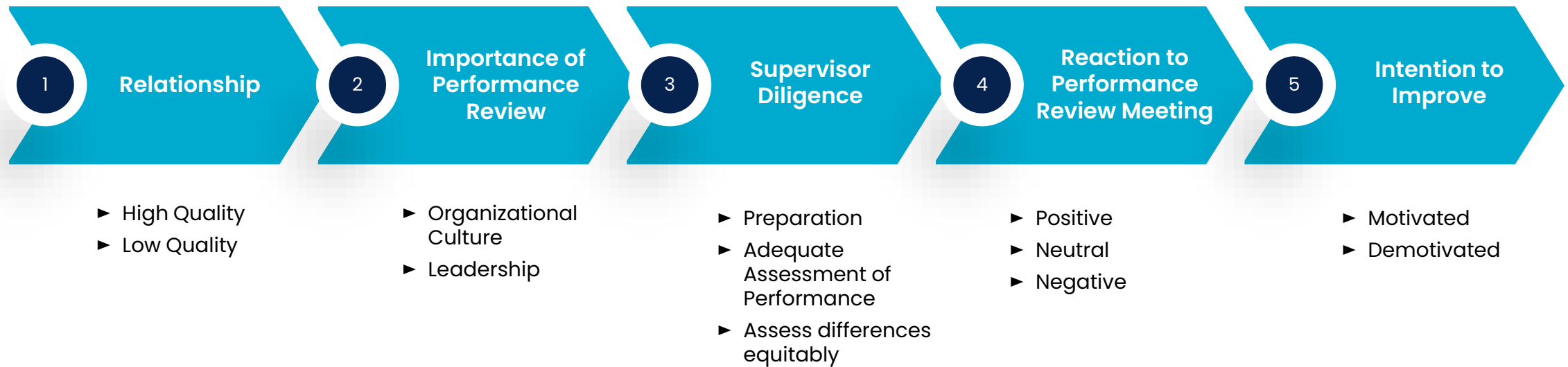


Performance Reviews

- ▶ Goal of improving employee motivation, performance, and development.
- ▶ What is the credibility of your performance review program?
- ▶ Does the Performance review program enable the supervisor to differentiate performance among subordinates?



PERFORMANCE REVIEW PROCESS



SUPERVISOR SUBORDINATE RELATIONSHIP



Social exchange theory posits that a **high-quality supervisor-subordinate relationship**, as opposed to a low-quality relationship, **generates a more favorable reactions to the PR experience**



Must be **alignment** between the employees perceived **supervisor support** and perceived **organizational support** to gain a positive reactions by subordinates to enable action by subordinate post performance review.



Transformational leadership posits that the degree to which the supervisor exhibits **individualized consideration**, that is, the degree to which the leader attends to each follower's needs, acts as a mentor or coach to the follower, and listens to the follower's concerns generates a favorable reaction to their Performance Review.



Self-determination theory posits that supervisor-subordinate relatedness is important for fulfilling subordinate growth and development needs, which in turn positively affect **autonomous motivation** and **intention to improve performance**

Diligence of the Organization

- ▶ What signals is the organization sending regarding performance reviews?
- ▶ Important – does leadership signal to each other and employees that this is an important leadership and employee engagement activity?
- ▶ Does the organization signal that PR is:
 - ▶ Something that just must be done?
 - ▶ Is it a check the box type exercise?



DILIGENCE OF SUPERVISOR

- ▶ One who puts forth the effort to understand the details of the subordinate's work, will be more able to provide the task-specific feedback necessary for improved performance.
- ▶ The degree of diligence in completion of the formal performance develop plan will affect subordinate intention to improve.
- ▶ Employees who perceive their supervisors are highly diligent, devote effort to enacting the formal PR system, are more likely to have an intention to improve due to the appraisal process.



Reaction

Performance Review

- ▶ Supervisor diligence communicates the standard of expected performance.
- ▶ A lack of supervisor diligence in PR signals to subordinates that supervisors and the organization are not that concerned about their own diligence on the job.
- ▶ Supervisors that rate everyone equal send message that more interested in avoiding hard feelings and conflict among employees.
- ▶ Are supervisors held accountable for being diligent, if not, employee assumes that the PR program is not sound.
- ▶ Subordinates who perceive their supervisors are highly diligent, that is devote effort to enacting the formal PR system, are more likely to have an intention to improve due to the appraisal process.



QUALITY OF PR MEETING

Engage in constructive two-way communication with the goal of improving the subordinate's motivation, performance, and development. Provide evidence-based feedback to subordinates in the formal feedback meeting, and to react appropriately to subordinate responses in the meeting.



In practice, however, the feedback meeting is sometimes a pointless ritual in the perception of both supervisor and subordinate

- ▶ The main goal of the meeting to some supervisors may be simply to **get it over with**.
- ▶ supervisors do not like taking the time out of their schedules for the meeting,
- ▶ supervisors **do not like the conflict** that may result from having to provide low ratings, and
- ▶ supervisors think the meeting is pointless irrespective of the other reasons.



Conversely, other supervisors may see the meeting as a critical link in the PR process.

- ▶ Though supervisors may provide feedback throughout the rating period, the formal aspect of the feedback meeting, along with the actual, quantitative rating provided, may be seen by supervisors as an important “ritual,” and as an **important and unique opportunity** to affect subordinate motivation.
- ▶ Likewise, some subordinates may form the expectation that the formal feedback meeting is an important ritual in their work-life, and a **unique opportunity to engage in discussion** with their supervisor, to receive justification for poor ratings, or to receive a formal “pat on the back” for good performance independent of any monetary compensation involved.

Intention to Improve AMO Theory

- ▶ Ability refers to the employee's abilities to carry out their work defined as the knowledge, skills and abilities of the individual employee.
- ▶ Motivation involves a range of employee attitudes that represent an employee's willingness to use their capabilities to perform well at work.
- ▶ Opportunity "reflects the means through which employees' abilities and efforts can be converted to outcomes".
- ▶ Opportunity includes the autonomy, task significance, and the perceived impact employees have at work that reflect their chances to deploy their skills in their jobs and contribute to the firm's success.

AMO Theory

Ability

Knowledge skills and abilities of each individual employee.



Motivation

Employee attitude representing employee's willingness to perform well at work.



Opportunity

Employee's ability to deploy their abilities in support of the organization to achieve its goals and objectives.



Execution Risk:

Just because you have a performance review process don't assume that the people who use the systems execute it effectively.



Thank you!