

Catalytic Coaching

created by Gary Markle
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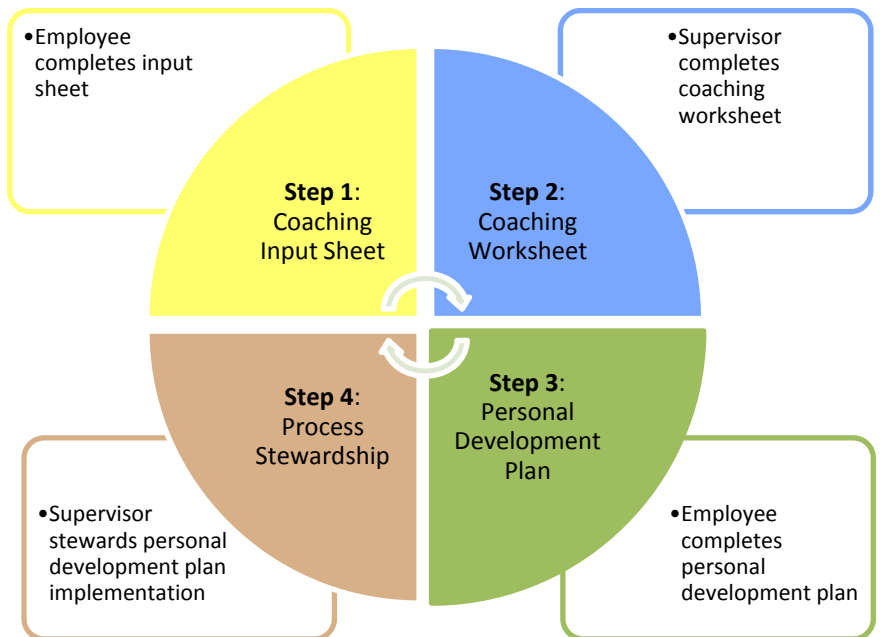
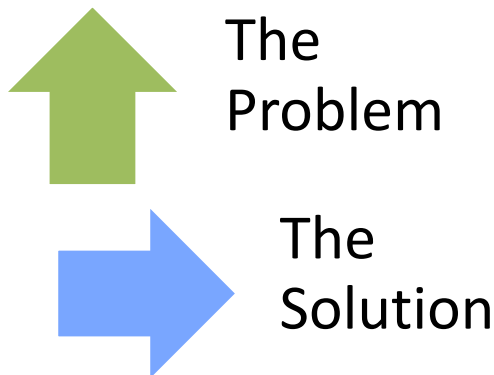
A Performance Management System that Works!

No More Performance Reviews!

HR Advocate will team up with Gary Markle and the Energage team to bring you a Revolutionary Approach to Performance Feedback!

The Six Most Common Complaints about Performance Management Systems

- Takes too much time
- Does not produce behavioral change
- Performance ≠ salary treatment
- Does not motivate employees to work harder
- Tendency for understating problems
- Promotes internal competition & gamesmanship



Ten Key Components of an Effective Performance Management System

- ✓ Clearly define, limit and prioritize desired business outcomes
- ✓ Focus on the future
- ✓ Redefine the roles of participants
 - Manager/supervisor (critic/judge/evaluator → coach)
 - Employee (evaluation subject → empowered career craftsman)
 - System administrator (process policeman → coaching consultant)
- ✓ Break direct ties between performance and salary administration
- ✓ Make messages memorable
 - Limit, prioritize & state positively any improvement items
 - Complete forms for the employee, not about the employee
- ✓ Be unflinchingly honest
 - Say **to** them what you tell others **about** them
 - Describe the benefits of accomplishing each improvement item
- ✓ Know what your employees want & value
- ✓ Review & approve all performance messages two levels down
- ✓ **Train** each group of participants on their role in the process
- ✓ Make follow-up **easy** and **quick**, or it won't get done!



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