

How to Say Anything to Anyone

THE PERFORMANCE MANAGEMENT
SYSTEM THAT CREATES A CULTURE
OF TRUST, RESPECT, AND
EMPOWERMENT



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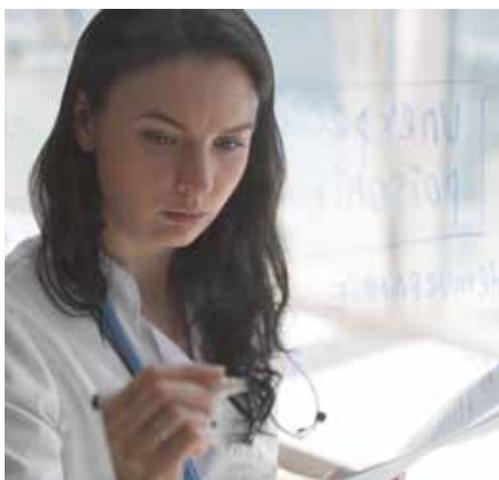
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Services and Solutions We Offer



Introduction to the OPS Performance Development System

This eBook is an introduction to Optimum Practice Solutions Performance Development and Fearless Feedback System. The Performance Management System may be implemented into any organization as presented.

The system includes a

- Custom branding (your logo/brand identity on Handbook
- A Handbook with complete instructions
- Forms to implement the System in your practice.

**Performance
Development System
for Servant Leaders**

**Performance
Development
System**

**Performance
Improvement
System**

**360-degree
Fearless Feedback
for Teams**

**Services and
solutions for
Servant Leaders**

01

Workplace Culture and Mission



Workplace Culture

Assuming that you are reading this because you are a proponent of Servant Leadership I've begun with a short description on the culture of a workplace, led by a servant leader.

Servant leaders are committed to creating a culture of trust, respect, and empowerment. They know that the success of their organization is directly related to the development of the individual's professional and personal growth.

When you choose to implement our Performance Management System, you are supporting a culture of trust, respect, and empowerment; you are growing and serving your people.



What is Workplace Culture?

Culture is the environment that surrounds us at work. It is a powerful element that impacts the working environment, relationships, and the work itself.

Culture is something that is not visible to the naked eye; it is reflected through its physical manifestations in the workplace.

Workplace culture is made up of the values,

The 50/50 Rule:

There are two factors to improving any organization. One is transforming systems, the other is transforming people. Both are equally important.

beliefs, underlying assumptions, attitudes, and behaviors shared by a group of people. Culture is the behavior that results when a group arrives at a set of generally unspoken and unwritten rules for working together.

An organization's culture is made up of all the life experiences that each employee brings to the organization. The workplace culture is influenced by an organization's founder, its executives, and other managerial staff, because of their role in strategic planning and decision-making.





02

Performance Development Plan (PDP)

The PDP process enables leaders and managers, as well as the employees who report to them, to identify the personal and business goals that are most significant to your success.

The PDP process enables team members to understand their true value to the organization. They do so when they understand how their job and the requested outcomes from their contribution “fit” inside the department’s overall goals.

The 90/10 Rule. 90% of the results created

in the workplace are a function of the systems in which people work, not the efforts of the people.

You might introduce the Performance Development model to your HR team or in the case of a small organization, to the Practice Manager, or Department Managers. Here is sample of what the introduction might look like.

“ABC Organization embraces the concept of continuous performance development, and feedback as more appropriate for our culture,

than an Annual Review. As we move forward, shifting from the once-a-year annual review, it is important for us to understand where we come from, and we are headed. Whether an employee has participated in an annual review at ABC Organization, or this is their first “review,” we should recognize that:

- For the Review to be empowering, we must focus a little on the past and a lot on the future.
- Since Fearless Feedback is a relatively new concept and individual staff members have not received training and support in how to appropriately offer feedback to their co-workers; you must proceed with discretion.
- In the first review, you may believe this is the time to give feedback instead of a review. This is not the appropriate time for that; it breaks TRUST.
- If something is really an issue, and it has not been addressed using a continuous feedback process; then the employee will be very likely to do it again; that’s when we begin to address the issue using the Fearless Feedback process.

How Often Should Team Leaders conduct PDP meetings?

Optimally, team leaders should hold a quarterly meeting with each team member to review their progress on the overall goals and objectives that were defined in the original PDP session. During this time, adjustments to the goals, systems issues, and other relevant information should



be documented for use in a subsequent meeting. It should be noted, however, that if significant improvement is called for in any action plan; meetings should be scheduled as often as necessary to support progress.

The PDP process for goal setting and communication ensures that we are developing our teams. Part of this process involves the staff member setting their personal developmental goals, which in turn improves their ability to make a successful contribution to the organization.



03

PDP Goals and Objectives

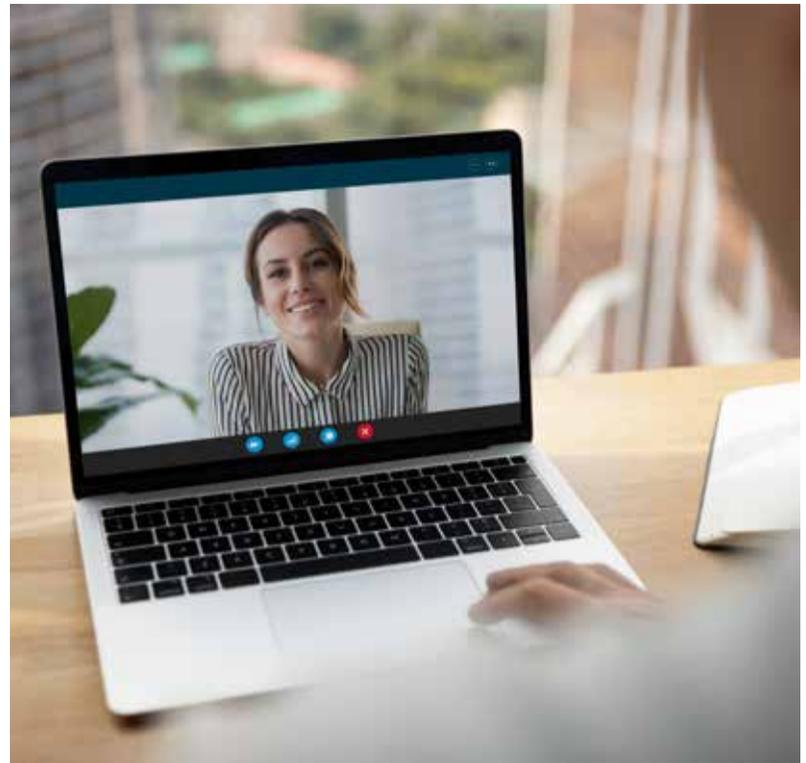
Goals and Objectives

Recognize that this process takes place quarterly and that most of the time and work, are invested in the first PDP meeting. Subsequent quarterly PDP goals, maybe for years to come, are updates to the initial goals.

So, while seemingly time-consuming on the front end the PDP process, with a formal, effective foundation of solid personal and business goals,(initial review and development of the “benchmark PDP may take an hour) it is less time consuming as quarters pass. The PDP continues to create business and employee success and value during its lifetime.

Preparing for the PDP Meeting

- Define the purpose of the job, including job duties, and responsibilities
- Define performance goals with measurable outcomes
- Define the priority of each job responsibility and goal
- Define performance standards for key components of the job
- Hold interim discussions and provide feedback about employee performance, in a timely manner, (daily if necessary) providing both positive and constructive feedback. The feedback, oral and/or written, are summarized and discussed quarterly, within the context of the Personal Development Plan
- Maintain a record of performance, using Fearless Feedback (jot notes about contributions or problems throughout the quarter, onto FFB form and place in the employee file.)
- Provide the opportunity for broader feedback: Use the 360-degree performance feedback from the employee's peers and/or people who may report to her/him
- Develop and administer a coaching and improvement plan if the employee is not meeting expectations.



NOTE: It is recommended that this system launch with an update to your Employee Handbook that explains the Performance Development Plan, and the employee's responsibilities for their professional development



04

Preparing for a PDP Session

Points to consider BEFORE conducting the employee's first PDP session

1. For this process to be empowering, the supervisor must focus a little on the past and a lot on the future in developing the PDP
2. Since the Performance Development process and Fearless Feedback is a new concept, and the staff have not received training on how to offer feedback in a non-threatening way to their coworkers; you need to proceed with discretion.
3. When compiling data for the PDP, if you discover that there are issues that have been previously discussed, or written in a past review, then it would be appropriate to review the employee's progress in resolving any issue(s). If those actions are still present, you may choose to utilize the Performance Improvement Plan. (PIP)

The Process

1. The Manager or Team Leader provides the employee with a Employee Self-Assessment document Note: A sample email to the employee explaining the



process and including the self-assessment is included in your Optimum Practice Solutions Performance Management System Handbook.

2. Manager delivers a copy of "current review document" to Team Leader/ Supervisor with request to complete the review within a specific period of time. Note: Team leaders have been given Excel spreadsheets with the names and dates that future reviews are due.



3. 360-Degree Feedback: At this time, the 360-feedback process should only be used by a partner/member of the Management Team or the Practice Manager. As the Performance Development Plan becomes routine Team Leaders/Supervisors should be receiving feedback from staff and providing feedback to an employee on a CONTINUOUS basis, thus alleviating the need for 360-degree feedback.

4. Team Leader/Supervisor submits their review document to the Manager.

5. Upon receipt of the employee's self-assessment, the Manager submits a copy to the Team Leader for pre-conference review.

6. The Manager in conjunction with a designated Team Leader schedules the INITIAL Performance Development Planning meeting. Allow a minimum of 30- minutes. This will allow the staff member to process the meeting and respond or ask questions in a timely manner following the session.

(Note: Do not schedule before a holiday or employee's vacation.)

7. Manager and Team Leader prepare for the PDP meeting as follows:

a) Manager and Team Leader examine how the employee is performing against all criteria, review the Employee's Self-Assessment, and identify areas for potential development

b) The Manager and Team Leader define the most important outcomes needed from the employee, within the framework of the department and the organization

c) The Team Leader and Practice Manager develop a PDP. The PDP should be specific and clear and focus on 2-3 key points that highlight what the employee did well. Most importantly, only list 2-3 that should be done differently. Why? Because it is important not to "set the bar" so high that people will get discouraged (i.e., 2-3 = critical 20%)

d) Team Leader or Practice Manager writes developmental goal ideas on the PDP form in preparation for the discussion.



05

Conducting the Meeting

1. The Manager, the Team Leader, and the employee participate in the PDP conference.
2. Establish a comfortable, private setting for the meeting and make every effort to place the employee at ease.
3. Discuss and agree upon the objective of the meeting: To create a Performance Development Plan, OR, to incorporate a Performance Improvement Plan with the Development Plan.
4. The staff member discusses the achievements and progress he/she has accomplished during the quarter.
5. The staff member identifies ways in which he/she would like to further develop his professional performance, including training, assignments, new challenges, and so on.
6. The Manager and Team Leader discuss performance for the quarter, including the results of any 360-Degree Survey, and suggest ways in which the staff member might further develop his performance.
7. Add the Team Leader's thoughts to the employee's selected areas of development and improvement.
8. Discuss systems issues, areas of agreement and disagreement, and reach consensus.
9. Examine job responsibilities for the coming quarter and in general.
10. Agree upon standards for performance for the key job responsibilities.
11. Set goals for the quarter.
12. Discuss how the goals support the accomplishment of your Mission Statement, the department's objectives, and so on.
13. Agree upon a measurement for each goal.
14. Assuming performance is satisfactory; establish a development plan with the employee that helps that person to grow professionally, in ways important to her/him.
15. If their performance is less than satisfactory, develop a written Performance Improvement Plan, and schedule more frequent feedback meetings. Remind the employee of the consequences

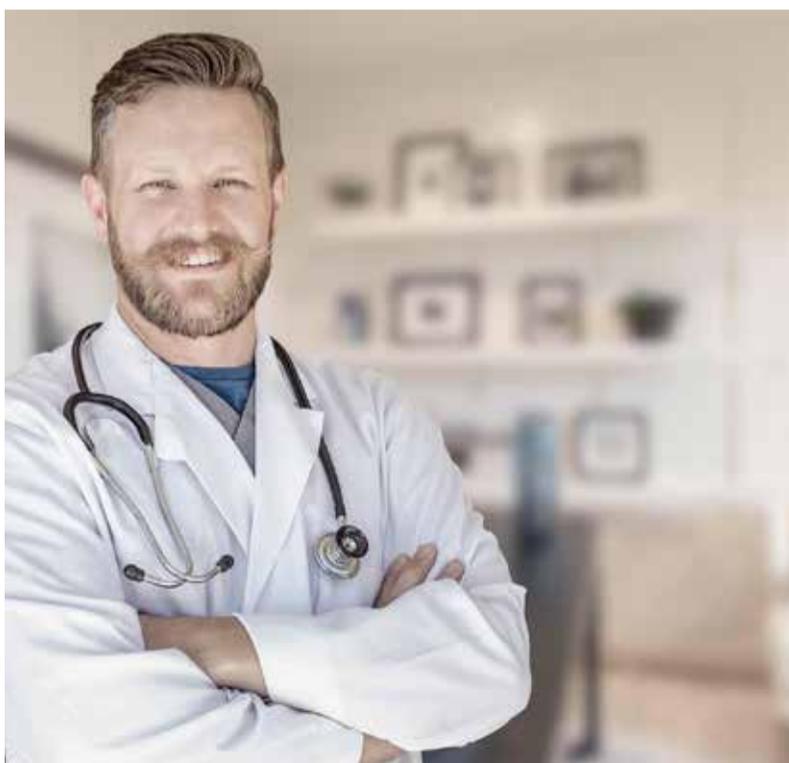
connected with continued poor performance such as a written disciplinary notice that could include a time period for improvement, suspension, or termination.

16. The Team Leader and employee discuss employee feedback and constructive suggestions for the Team Leader and/or the department. Feedback is added to the PDP when action is required.

17. Discuss anything else the supervisor or employee would like to discuss, hopefully, maintaining a positive and constructive environment.

18. Mutually sign the performance development tool to indicate the discussion has taken place

19. End the meeting in a positive and supportive manner by expressing confidence that the employee can accomplish the plan and that the supervisor is available for support and assistance



20. Set a time frame for a formal follow-up, generally quarterly.

After the Meeting

- If a Performance Improvement Plan was necessary, follow up at the designated time.
- Continue performance feedback and discussions regularly throughout the quarter. *(An employee should never be surprised about the content of feedback at the PDP meeting.)*
- The Team Leader needs to keep commitments relative to the agreed-upon PDP, including the time needed away from the job, payment for courses, agreed-upon work assignments, and so on.
- The Team Leader needs to act upon any new feedback from other employees, and let staff members know what has changed, based upon this feedback.
- Forward appropriate documentation to the Manager's office, and retain a copy of the plan for easy access and referral.



Performance Improvement Plan (PIP)

The Performance Improvement Plan (PIP) is designed to facilitate discussion between a staff member and his or her supervisor and to clarify the work performance to be improved.

The PIP differs from the Performance Development Planning (PDP) process in the amount and quantity of the detail. Assuming an employee is already participating in the company-wide PDP process, the format and the expectation of the PIP should enable the supervisor and staff member to communicate with a higher degree of clarity about specific expectations.

In general, people who are performing their jobs effectively, and meeting the expectations of the PDP process, will not need to participate in a PIP.

In all cases, the Manager will review the plan, to ensure consistent and fair treatment of employees across the organization. The Team Leader is responsible for monitoring and providing feedback to the employee regarding his or her performance on the PIP and may recommend additional disciplinary action to the Manager if warranted. notice, (Employee Warning Notice) with timelines for improvement, suspension, or termination.

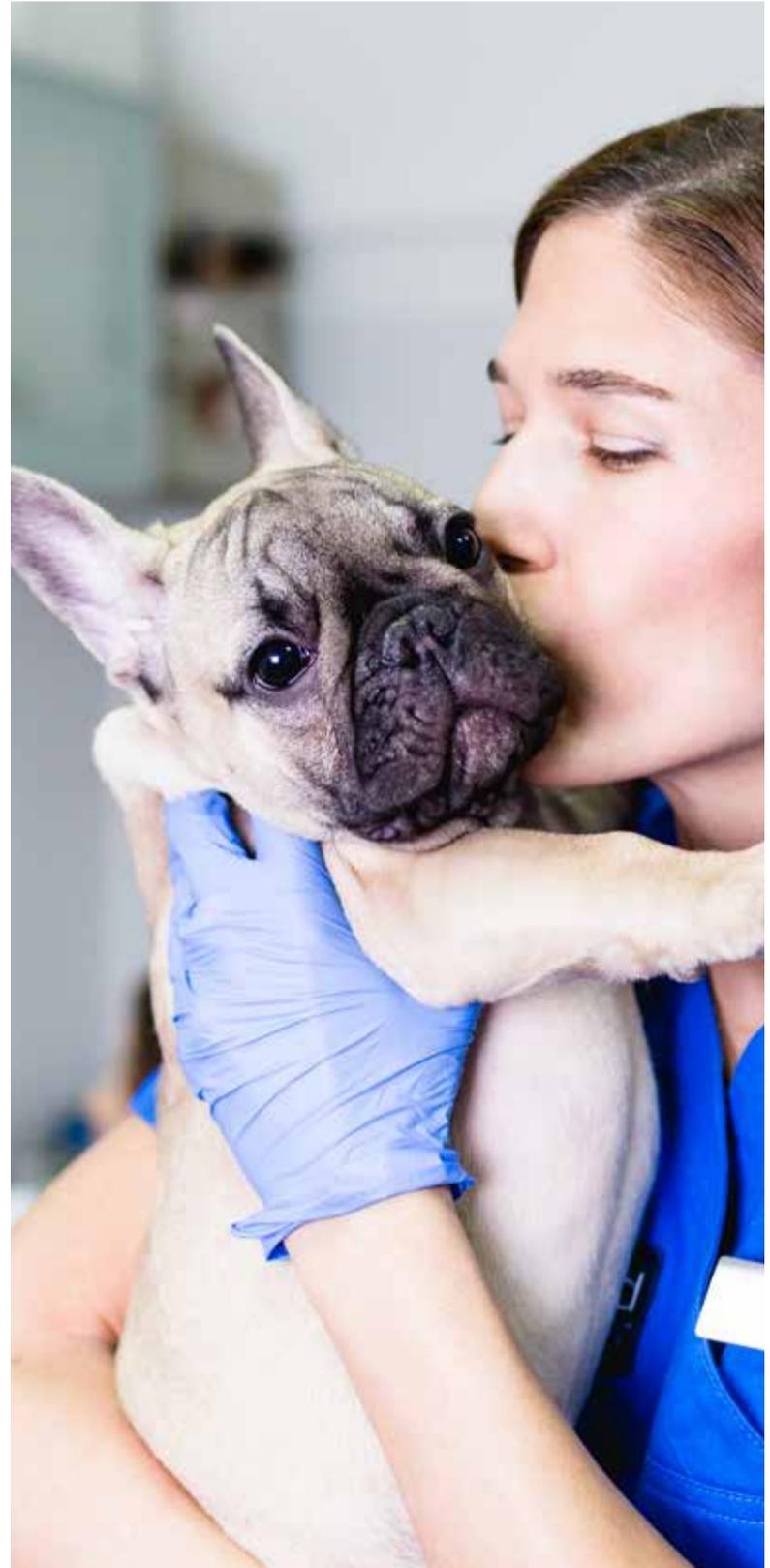
PROGRESSIVE DISCIPLINE

Progressive discipline is a process for dealing with job-related behavior that does not meet expected and communicated performance standards. The primary purpose of progressive discipline is to assist the employee to understand that a performance problem or opportunity for improvement exists.

The process features increasingly formal efforts; providing feedback to the employee, so he or she can correct the problem. The goal of progressive discipline is to improve employee performance.

The process of progressive discipline is not intended as a punishment for an employee, but to assist the employee to overcome performance problems and satisfy job expectations. Progressive discipline is most successful when it assists an individual to become an effectively performing member of the organization. Failing that, progressive discipline enables us to fairly, and with substantial documentation, terminate the employment of employees who are ineffective and unwilling to improve.

Note: Refer to Progressive Disciplinary action policy and instructions in YOUR handbook.



360-DEGREE FEEDBACK

360 Feedback is a development tool to help leaders and managers recognize strengths and weaknesses and become more effective

360 Degree Feedback is a system or process in which employees receive confidential, anonymous feedback from the people who work around them. This typically includes the employee's manager, peers, and direct reports. A mixture of about four to six people (more may be required, depending upon the position of the employee being reviewed.) fill out an anonymous online feedback form that asks questions covering a broad range of workplace competencies. The feedback forms include questions that are measured on a rating scale and also ask raters to provide written comments. The person receiving feedback also fills out a self-rating survey that includes the same survey questions that others receive in their forms.

When applied properly, 360-degree feedback is highly effective as a development tool.

The feedback process gives people an opportunity to provide anonymous feedback to a coworker that they might otherwise be uncomfortable giving. Feedback recipients gain insight into how others perceive them

and have an opportunity to adjust behaviors and develop skills that will enable them to excel at their jobs.

For personal and organizational performance development. 360-degree feedback is one of the best methods for understanding personal and organizational developmental needs.

To Reduce Discrimination Risk

When feedback comes from a number of individuals in various job functions, discrimination because of race, age, gender, and so on, is reduced. The “horns and halo” effect, in which a supervisor's performance based on his/her most recent interactions with the employee, is also minimized.



360-DEGREE FEEDBACK

For Training Needs Assessment

360-degree feedback provides comprehensive information about your organization's training needs. It allows you to plan for classes, cross-functional responsibilities, and cross-training.

What a 360-Feedback Survey Measures

- 360 feedback measures behaviors and competencies
- 360 assessments provide feedback on how others perceive you
- 360 feedback addresses skills such as listening, planning, and goal-setting
- A 360 evaluation focuses on subjective areas such as teamwork, character, and leadership effectiveness

What 360-Feedback Surveys DO NOT assess

- 360-feedback is not a way to measure performance objectives (MBOs)
- 360-feedback is not a way to determine whether an employee is meeting basic job requirements
- 360-feedback is not focused on basic technical or job-specific skills
- 360-feedback should not be used to measure strictly objective things such as attendance, sales quotas, etc.

Consider this...

Good feedback is like a video the person can see the picture and the action as it goes by. Good feedback must be given in a timely manner (preferably within 24-hours.) If you wait longer, it will feel like you're holding a grudge. Be very clear in providing feedback - give an example. Identify whether the feedback is an attribute or behavior

PURCHASE THE PERFORMANCE MANAGEMENT SYSTEM

mastery.optimumpracticesolutions.com

HOW TO SAY ANYTHING TO ANYONE

- You can say anything to anyone when trust is present.
- People do not do things the way we do, even when we think they should.
- Ask for feedback. Say “thank you.”
- Tell people what you expect when relationships begin. Ask what they expect.
- People treat you as you train them to treat you.



OPTIMUM PRACTICE SOLUTIONS

SERVICES AND SOLUTIONS WE OFFER

An Organizational Management System that Servant Leaders Use to Empower Frontline Staff to Solve Problems and Create Better Systems - PLUS

- One-on-One Coaching
- Team coaching
- Open-door coaching office hours
- Current Condition Assessment
- Stakeholder interviews
- Focus groups
- Competitor analysis
- Market analysis
- Executive briefings
- Strategy days
- Meeting facilitation
- Internal executive roundtables
- Project plans
- Succession plans
- Communication plans
- Long-range strategic plans
- Development of vision, mission and values
- Design, mapping & roll-out of new processes
- Development of new policies & guidelines
- Half- & full-day workshops
- Off-site retreats & meetings
- Online training programs
- New Agreements Certification
- Q&A with the expert sessions
- Custom training content development
- Toolkits, templates & action guides
- Train-the-trainer services
- On-retainer strategic advisory services
- Employee & customer manuals
- Turnkey, pre-written communications
- Marketing content writing/design /production
- Creation of advisory boards
- Books & supporting manager toolkits
- Branded motivational products



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