CONDUCTING EFFECTIVE PERFORMANCE APPRAISALS VIRTUALLY

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IMPORTANCE OF PERFORMANCE APPRAISALS

Scope of Performance Appraisal

- Provides Performance Feedback
- Decides Employee's Compensation
- Validation of Selection Process
- Identify Employee's Training Needs
- Motivates Employees
- Helps in Promotion and Demotion
- Facilitates Communication

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CHALLENGES IN CONDUCTING PERFORMANCE APPRAISALS

1. Lack of personal interaction

Availability Heuristic', or a mental shortcut that relies on immediate examples that come to mind.

2. Ineffective Job Reviews

According to the 'Trends in Virtual Teams Report" 59% of virtual team employees feel performance reviews are not worth the time invested.

Reasons for Ineffective Performance Appraisals

1. Differences among Raters
2. Confusing Performance and Potential
3. Rating Game
4. Faulty Assumptions
5. Psychological Blocks
6. Halo Effect

Reasons for Ineffective Appraisals

7. Error of Central Tendency

8. Leniency

9. Stereotyping

10. Recency Effect

11. Appraiser Discomfort

12. Lack of Objectivity

13. Manipulating the Evaluation

14. Judgement Error

5. Ineffective Organizational Policies and Practices

16. Cross Cultural Biases

Tips to deliver effective virtual appraisals

S.O.L.I.D

Setting the Tone and Expectations

Overall evaluation

Listen

Inform

Develop

SETTING THE TONE AND EXPECTATIONS

- Use video to make it personal

- FOCUS on the Behavior not the person

- Set the right tone- ZOOM FATIGUE is real

- Play close attention to your non-verbals

- Start the performance review discussion by asking the team member for his or her view first

- - example: how they view the job and work environment, are there issues with technology, what expectations do they have of you or their virtual teammates?

Overall Evaluation

- State your overall perspective about the performance of employee

- Present both- what the person does well- Reinforcing Feedback as well as areas for improvement orRe-directive Feedback.

This approach provides team members with a balanced view and realization that negative feedback can be used as a development tool, not a personal criticism.

Listen Carefully

- Be an Active Listener

- For example, when reviewing an employee's performance, give him or her the chance to explain their biggest wins or challenges *without* interjection. Take note of the words they're using in their descriptions. Do they feel accountable, empowered, or judged? Seek to better understand their role from their perspective. It just might reshape your opinions and give you clarity in terms of how you can help them build their professional strengths and bolster their weaknesses.

Inform

- Provide feedback based on facts and incidents
- Ensure you share your screen to be aligned on the points of discussion
- For poor performers, now is the time to understand what they are going through not beat them up
- For high performers, make sure you seize this opportunity to recognize and show appreciation who are working hard, engaged, committed, and offering their support to others.

Develop

- Construct a performance improvement plan and plan a follow up discussion about future opportunities (advancement, exposure, new assignments, role expansion, cross-assignment, new learning).

- Close the performance review discussion on a constructive and encouraging note!

Remember….

- TRUST is the foundation of managing agile team and individual performance

- Empathy, Support , Esteem, Involvement, Support

- Working in the new normal you may need more frequent, smaller evaluations such as semi-annual or quarterly check-ins. This will give you, the manager, an opportunity to provide real feedback and gives employees the chance to adjust and calibrate

- Performance review discussions are a two-way process. Team members' inputs are essential for 'ownership' on their part of the process

- SOLID
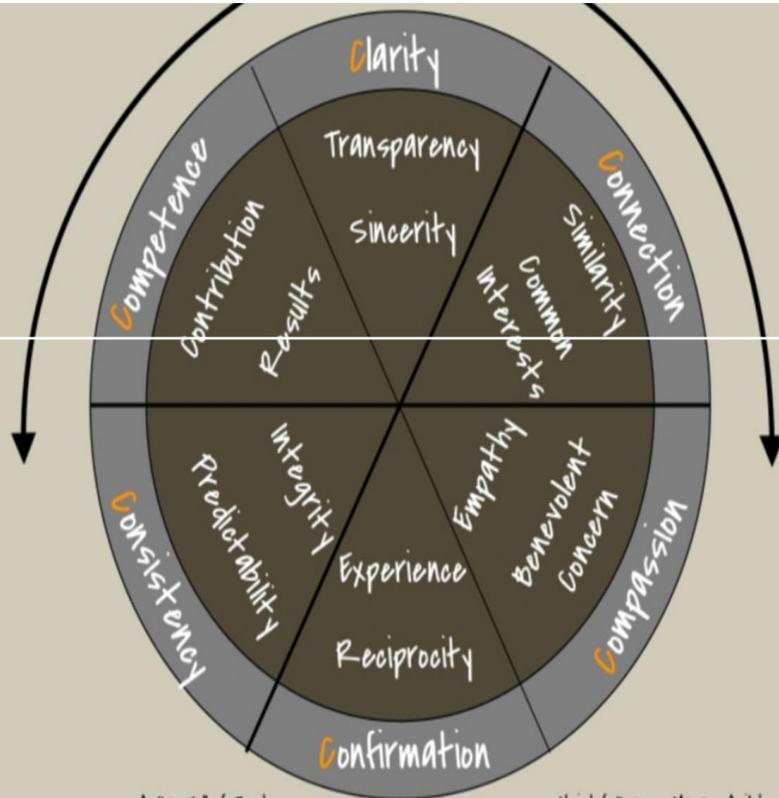
TRUST

" when you assume vulnerability with an optimistic expectation of someone else."

"The organization does well those things that the boss checks." (Old Army Adage)

"Tell me how someone is measured and rewarded … and I will tell you he or she behaves." (Enterprise Opportunities)

"Measurements that don't lead to meaningful action aren't just useless, they're wasteful." (Jim Clemmer)

"Not everything that can be measured is important … and not everything that is important can be measured." (Albert Einstein)

A Performance Appraisal that is conducted effectively leads to greater employee morale, higher productivity, creating a positive culture and improved overall performance and effectiveness of an organization.

- Kumar Parakala