

# Performance Feedback Goals

As a Workplace Leader, you provide feedback in many different ways. You write performance reviews. You hold one-on-one meetings. You have informal, spontaneous discussions. Feedback is an important part of your job. Your direct reports expect you to provide it. They expect your feedback to be fair and consistent.

Feedback is a coaching tool. It uses past performance to guide future performance. It is successful when it creates an opportunity for future success. You create the opportunity through three goals:

## Successful Performance (RC)

Most employees do what they are supposed to do, when they are supposed to do it. They are too often taken for granted. If they are lucky, they get “good job.” It is a nice comment. It is useless as performance feedback.

### **RC Performance Feedback Goal**

When an employee meets or exceeds your performance expectations, your performance feedback goal is to:

1. **Reinforce** (R) the steps or processes the employee followed to create success, and,
2. Motivate the employee to **Continue** (C) practicing the behaviors that led to the successful performance.

### **RC Performance Feedback Questions**

An effective RC goal answers these questions:

1. What was the performance expectation?
2. What specific steps or processes did the employee take to meet or exceed the performance expectation?
3. What is the business value of the employee meeting the performance expectation?
4. What is the employee expected to do in the future?

*Deblieux*

## Less than Successful Performance (CC)

It happens. People fall short of expectations. They miss a deadline. They struggle to work with a colleague. Their report requires revisions. You are challenged with redirecting their efforts to meet or exceed your expectations. If you push too

### **CC Performance Feedback Goal**

When an employee falls short of your performance expectations, your performance feedback goal is to:

1. **Coach** (C) the employee to acquire necessary knowledge, skills, and abilities to meet or exceed your performance expectations, and,
2. Motivate the employee to **Correct** (C) behaviors and practices to enable her to meet or exceed your performance expectations.

### **CC Performance Feedback Questions**

1. What is the performance expectation?
2. What is the business reason for the performance expectation?
3. What specific performance behaviors fall short of the performance expectation?
4. What is the employee expected to do to meet the performance expectation?
5. What help or suggestions can the you offer to help the employee meet the performance expectation?
6. What is the benefit of meeting the performance expectation?
7. What is the consequence of continuing to fall short of the expectation?

## Changing Business Needs (NA)

Change is a normal part of a successful business. It is a requirement for keeping up with the competition and the evolving expectations of customers and clients. It can be as simple as a new start time or as complex as a software upgrade that significantly alters processes and procedures.

Change is part of performance feedback. Any discussion about job performance looks at the past to guide the future. Often, the future looks different than the past. As a Workplace Leader, it is your job to introduce the transition from the past to the future and help your team evolve from old comfortable practices to new, necessary practices.

### **NA Performance Feedback Goal**

When performance expectations change to reflect current business needs, your performance feedback goal is to:

1. Introduce the **New** (N) expectation, and,
2. Motivate the employee to **Adapt** (A) to the changing business conditions.

### **NA Performance Feedback Questions**

1. Show appreciation for the employee's past contributions.
2. What is the new performance expectation?
3. What is the business reason for the new performance expectation?
4. How will the new performance expectation affect the employee's work, working relationships, priorities, and other day to day realities?
5. How will the employee learn necessary knowledge, skills, and abilities to meet the new performance expectations?