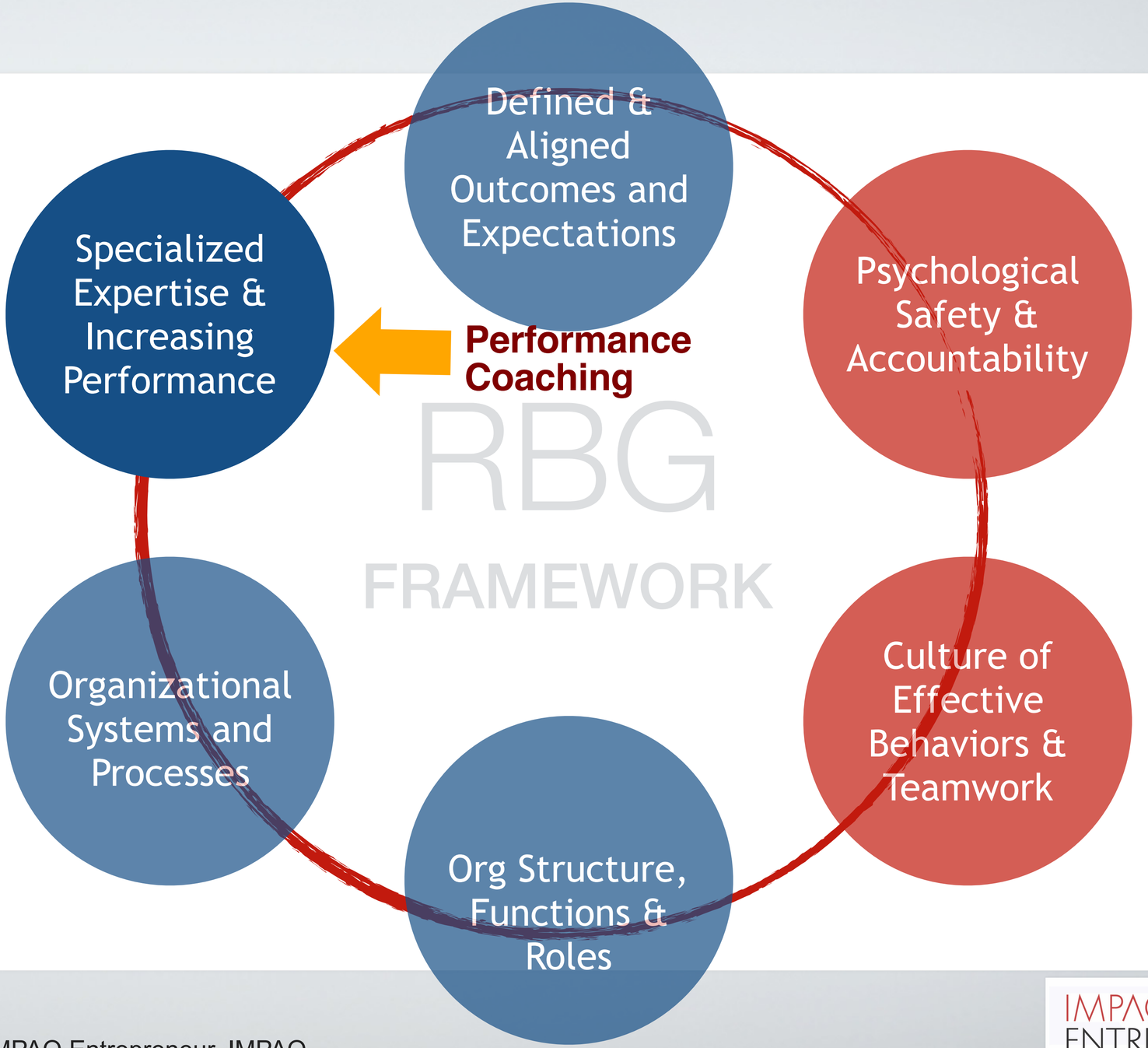
PRESENTED BY:
Annie Hyman Pratt

Key Business Leader Program

Performance Management & Career Development

RAPID BUSINESS GROWTH FRAMEWORK



Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

Performance Management

Old Paradigm….

Annual Performance Reviews coupled with Raises !

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

Performance Management New Paradigm….

Ongoing performance feedback and focused development !

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

What we're covering

- How to **Assess team member performance**
- How to **Coach team member performance for improvement**
- How to **Move team members through stages of development**
- How to **Utilize individual development plans**

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

"Companies need to shift their approach by creating a culture where regular performance feedback discussions is the norm."

-Melany Gallant

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

Functional Task Performance

Managing Task Performance

Manager-Dependent

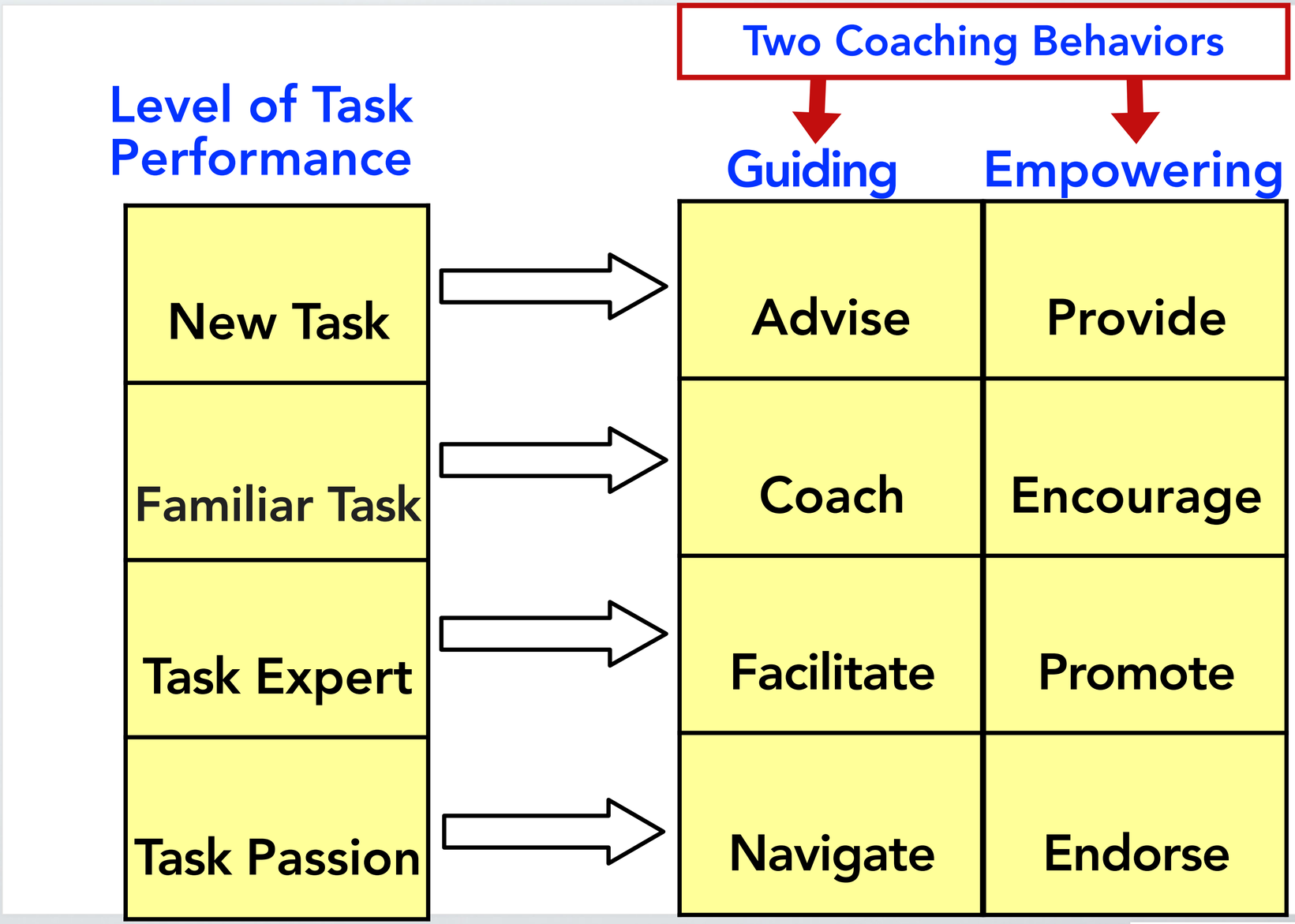
Self-Managing

- ***New Task***
- ***Familiar Task***
- ***Task Expert***
- ***Task Passion***

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

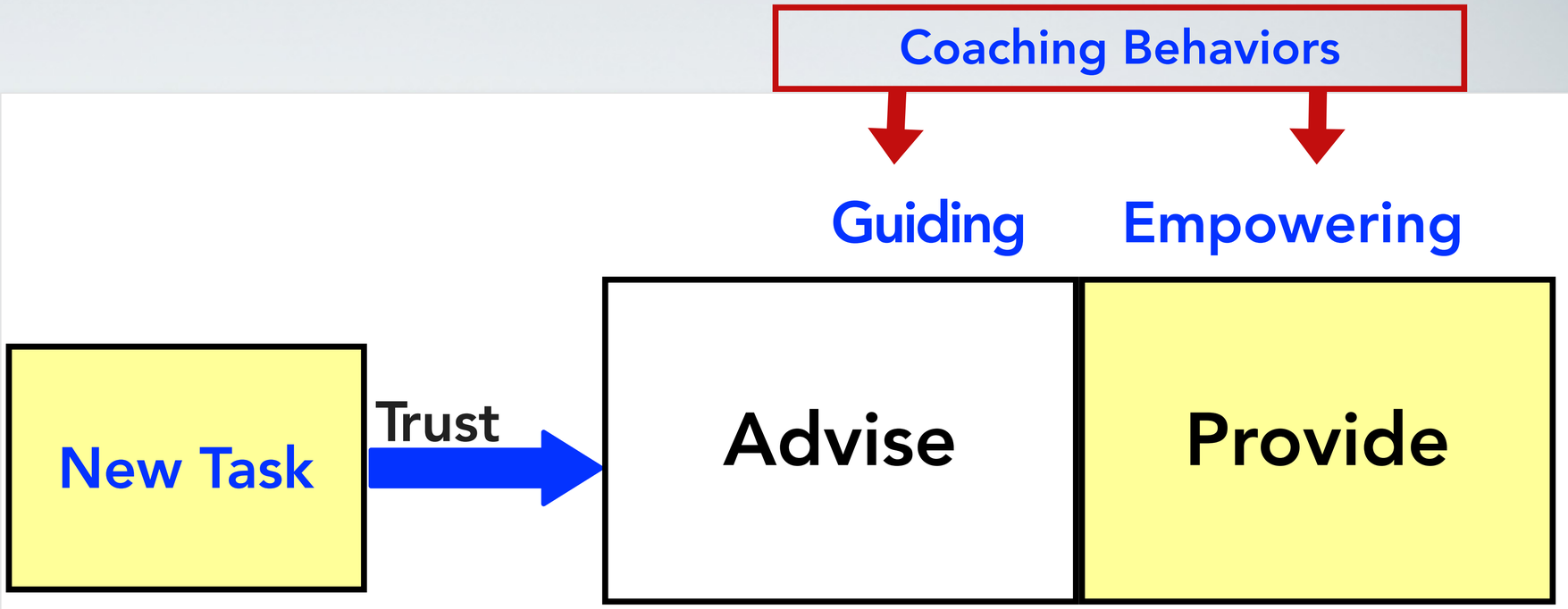
IMPAQ ENTREPRENEUR

Task Management & Coaching Strategies



Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

Team Member Growth



Advise

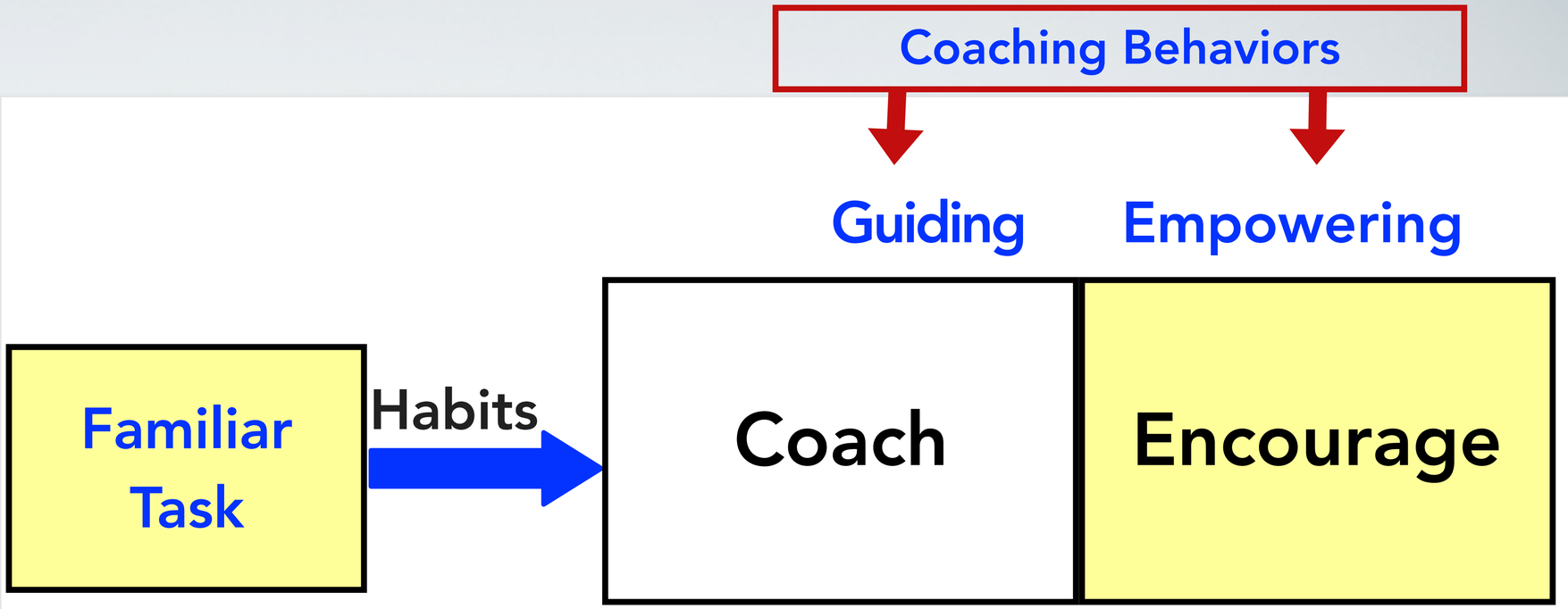
- Who, what, when guidelines
- Priorities / goals
- Keys for success

Provide

- Resources to complete task
- Protection from distractions
- Information / mentors
- Recovery plans when things don't go as expected for the TM

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

Team Member Growth



Coach

- Regular positive and critical feedback
- Fine tune rough edges in performance results
- Stay connected – this is an important time be there for the TM

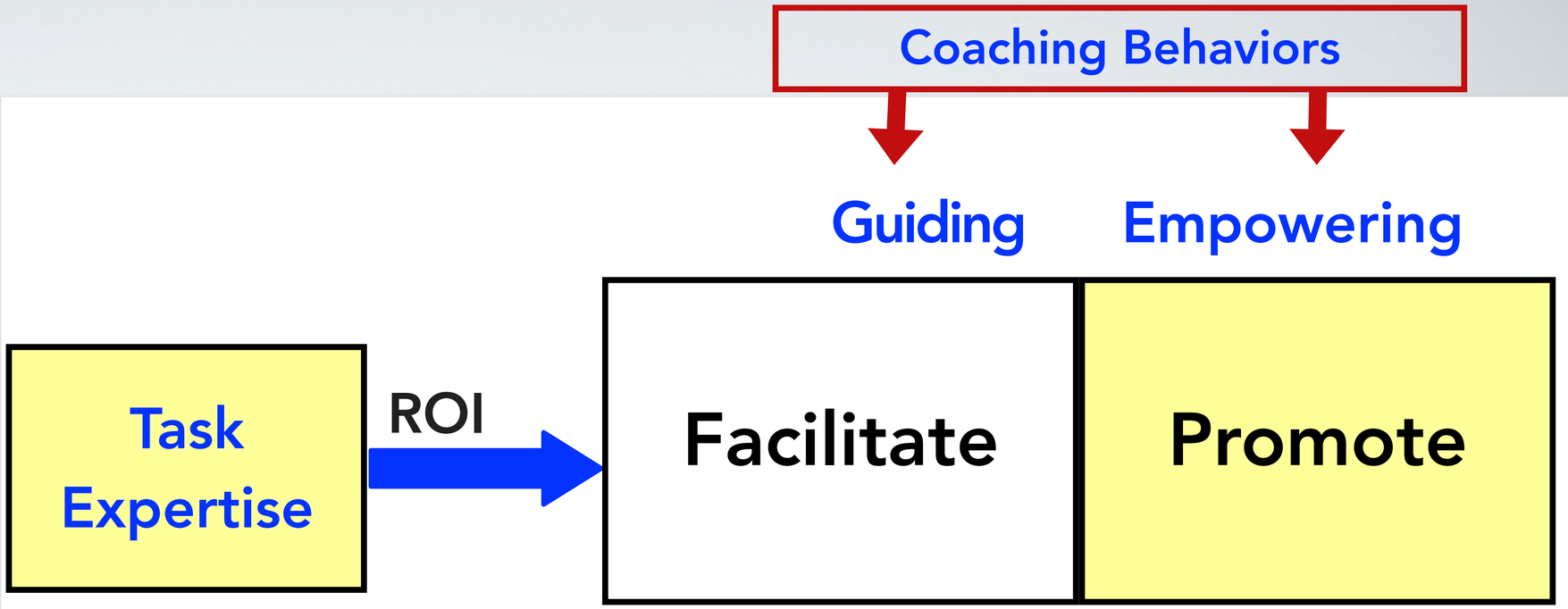
Encourage

- Reassure that they're on track
- Reinforce positive results
- Support their confidence in their potential
- Begin demonstrating trust in their leadership decisions
- Balance autonomy with guidance

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

Team Member Growth



Facilitate

- Ask questions to stimulate creativity
- Ask outcome driven questions for specific results
- Use as a sounding board

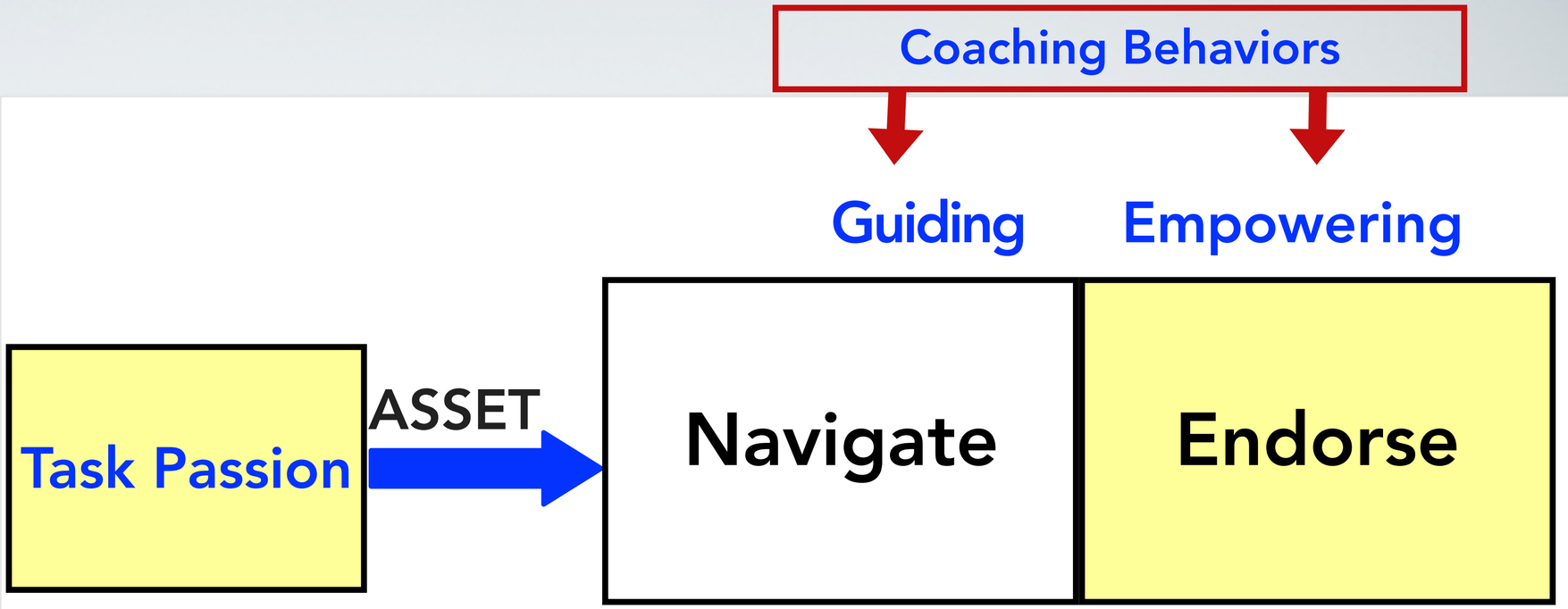
Promote

- Inform others of their results and contributions
- Demonstrate trust in their leadership and decisions
- Provide them autonomy and independence

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

Team Member Growth



Navigate

- Remind/include in setting goals
- Review strategic plans
- Use in succession planning

Endorse

- Offer as a sounding board for others
- Support cross-functional projects
- Involve in strategic organizational efforts

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

Diagnosing Individual Performance

Team Player: Department Manager

List of Major Responsibilities and/or Skills

a. Sets clear direction & expectations

b. Performance and behavior coaching

c. Facilitating team improvement

d. Acknowledging success

e. Personal accountability

f. Communicating up, down, across

g. Cross-functional team player

h. Etc.

	Your View	Their View
New	B	B
Familiar	C D	C E
Expert	A E	A D
Passion	F	F

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

Three Coaching Scenarios

1. Your view matches their view

2. Your view is higher than their view

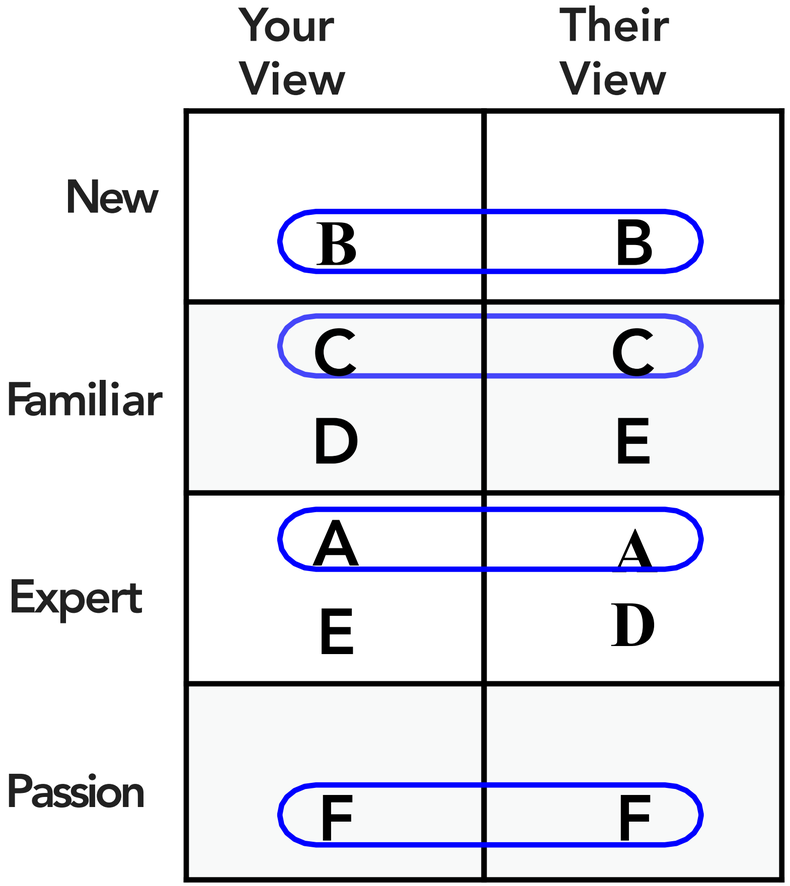
3. Your view is lower than their view

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

Your Views Match

1. **Affirm the positive**
   - Past performance
   - Specific Examples
   - Lots of Feedback
2. **Set the stage for Improvement**
   - Define the next Level
   - Give Examples
   - Point towards Opportunities
3. **Guide and Empower for Level**
   - Explain Reasons if a Change
   - Agree on Measures & Tracking
   - Check for Understanding



Challenges

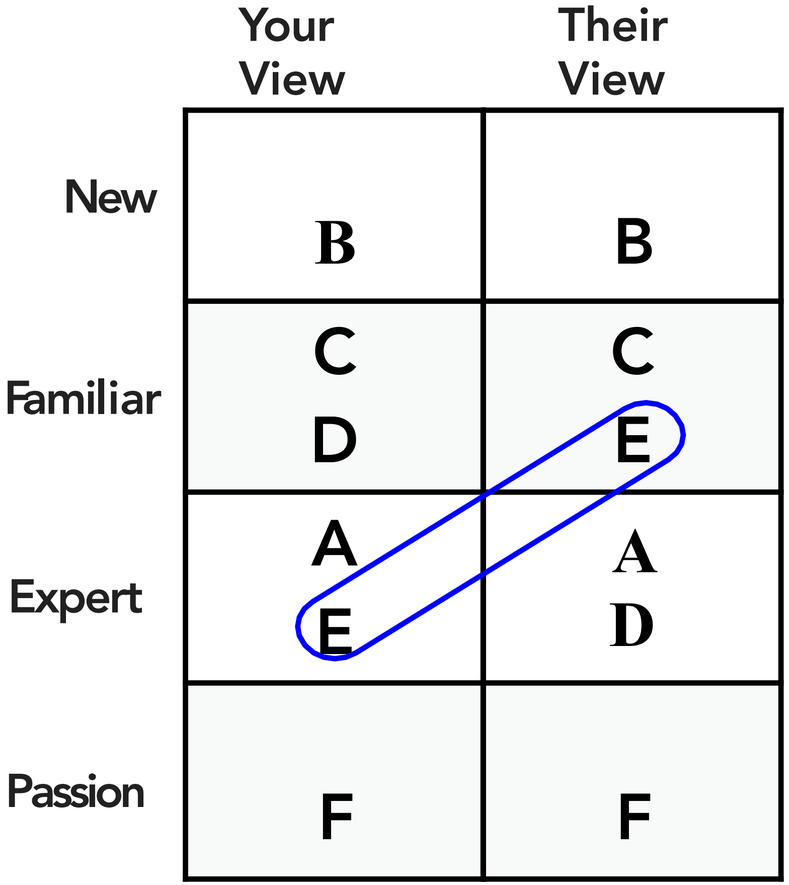
- They don't respect you
- They don't think it is important

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

Your View is Higher "Cutting the Cord"

1. **Break the Pattern**
   - Ask for solutions
   - Give feedback (Coach/Encourage)
   - Implement
   - Review (Coach/Encourage)
2. **Take a Risk**
   - Ask for solutions
   - "Good enough – Do it."
   - Implement
   - Review (Coach/Encourage)
3. **Cut the Cord**
   - Don't ask or listen to solutions
   - Implement
   - Review (Coach/Encourage)



Traps

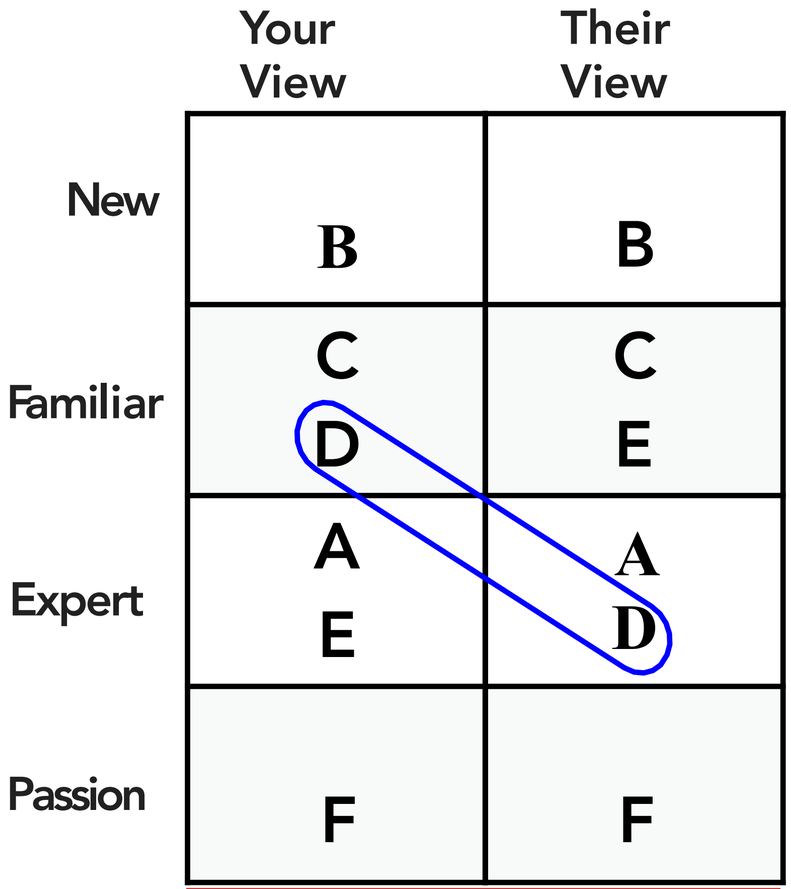
- Giving advice
- Loosing patience with the process

IMPAQ ENTREPRENEUR

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

Your View is Lower "Coaching the Uncoachable"

1. **Acknowledge Strong Skill Areas**
   - Express confidence and trust
   - Discuss "hands off" style and promote self-managing tasks
2. **Acknowledge Weakness**
   - Review difference in perception
   - Establish clear criteria
   - Admit you could be wrong
   - Establish observation period
   - Agree to provide immediate feedback
   - Promise to change style if assessments
   - matches employee's view
3. **Review Results**
   - Review results – no surprises
   - If successful – agree to use hands-off style
   - If unsuccessful – develop action plan

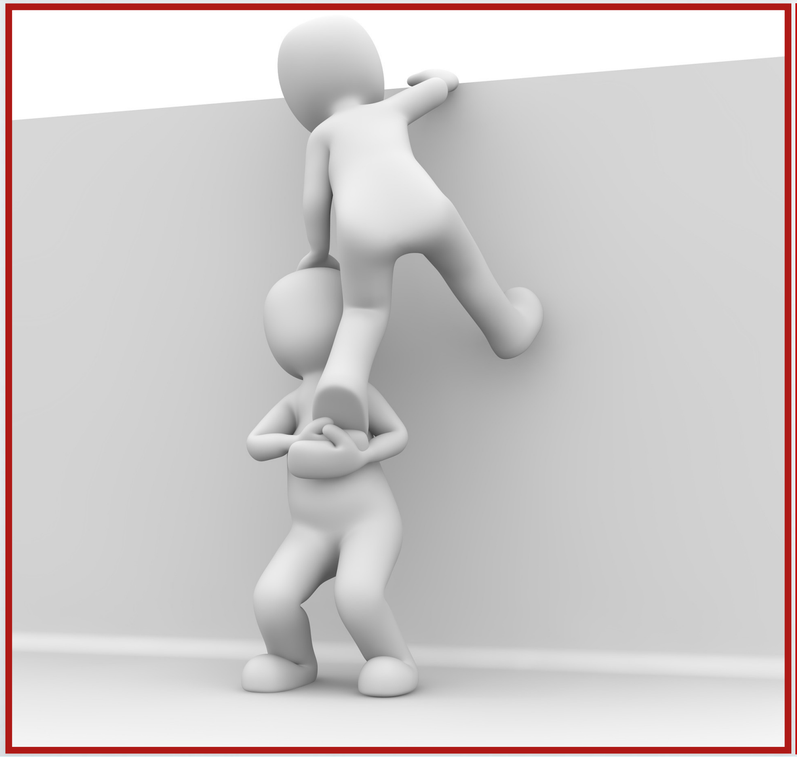


Traps

- Not promoting self-managing areas
- Being overly critical

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

Stages of Growth



IMPAQ ENTREPRENEUR

Stages of Team Member Growth

Manager-Dependent

Self-Managing

Newcomer

Transition

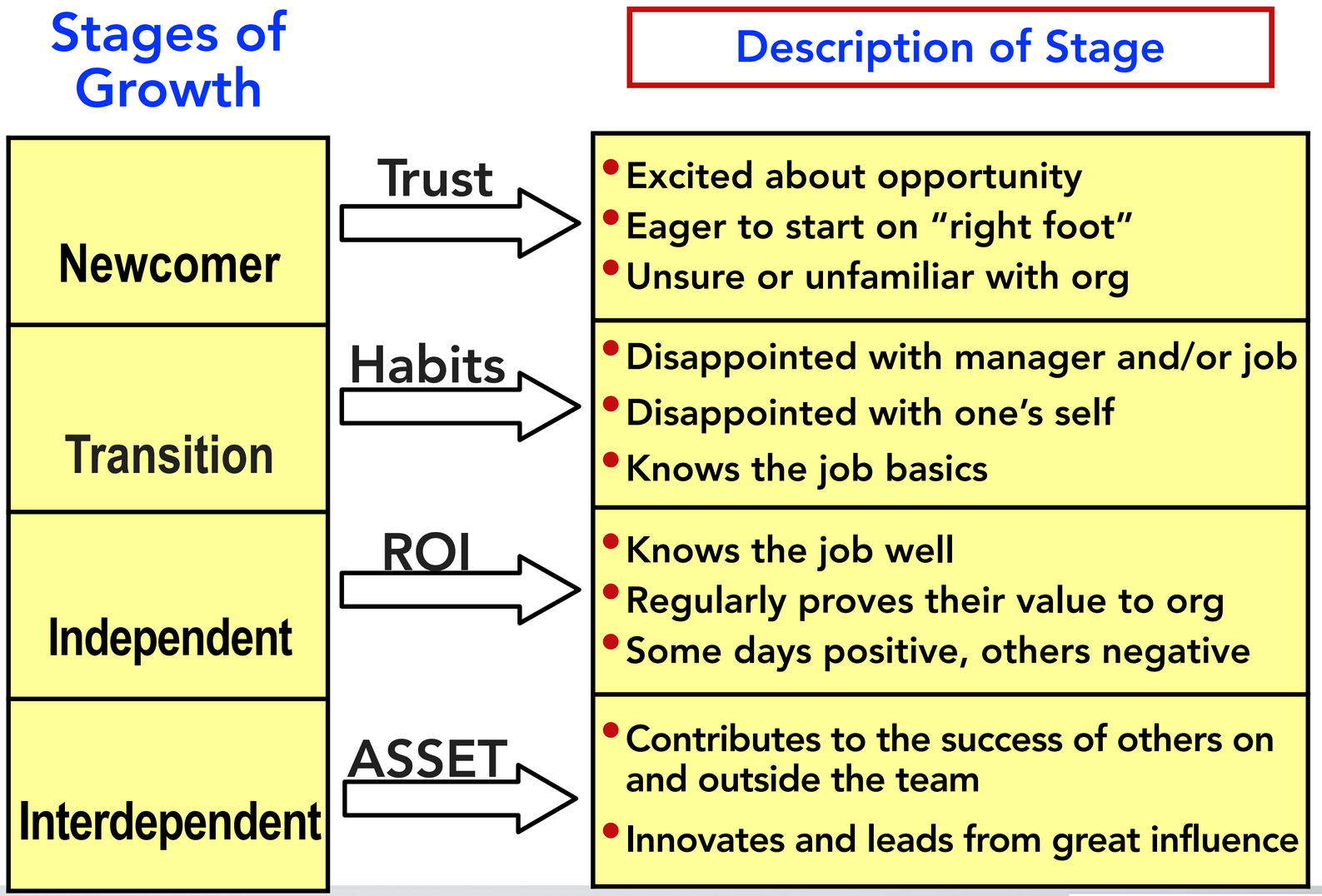
Independent

Interdependent

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

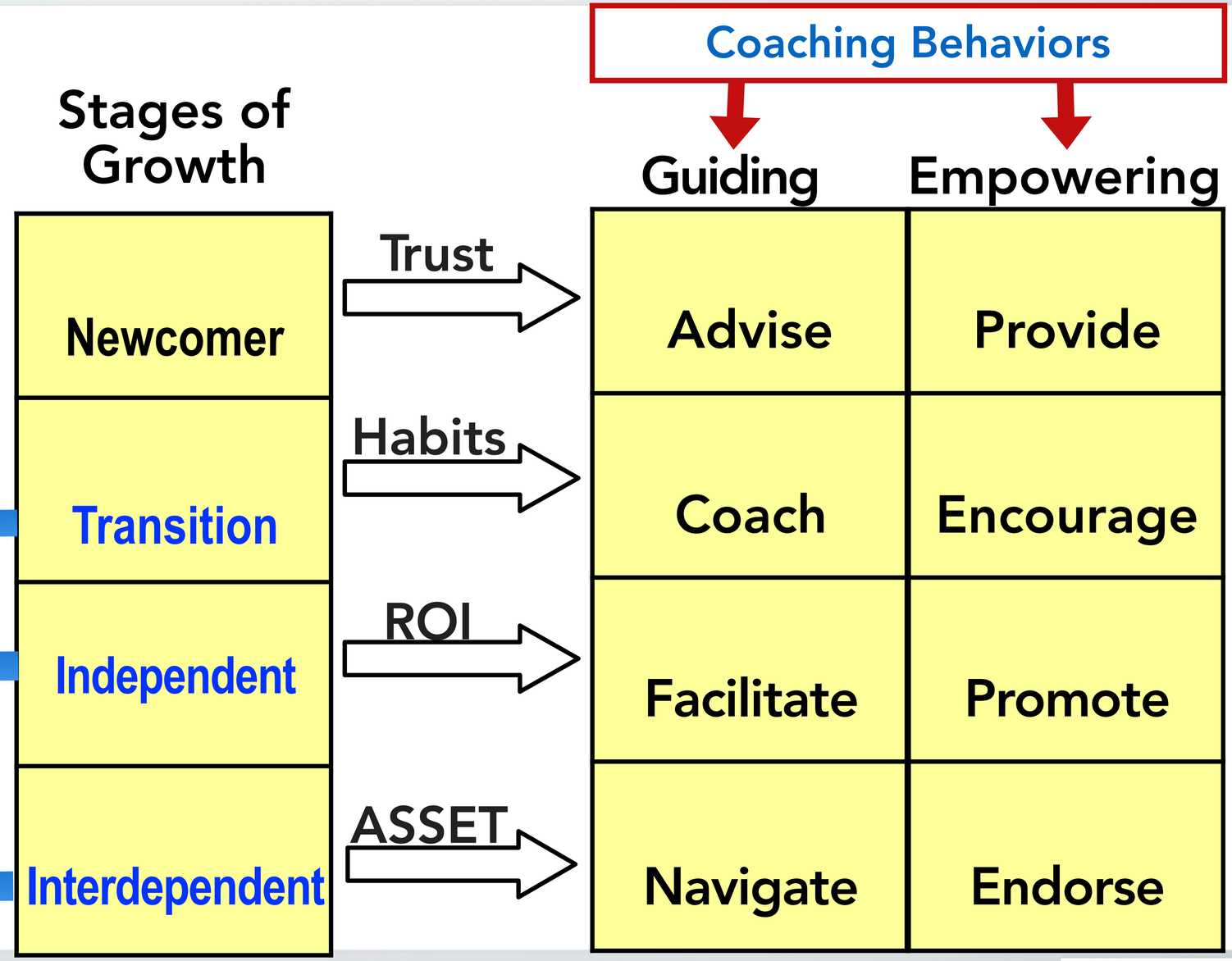
Team Member Growth



Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

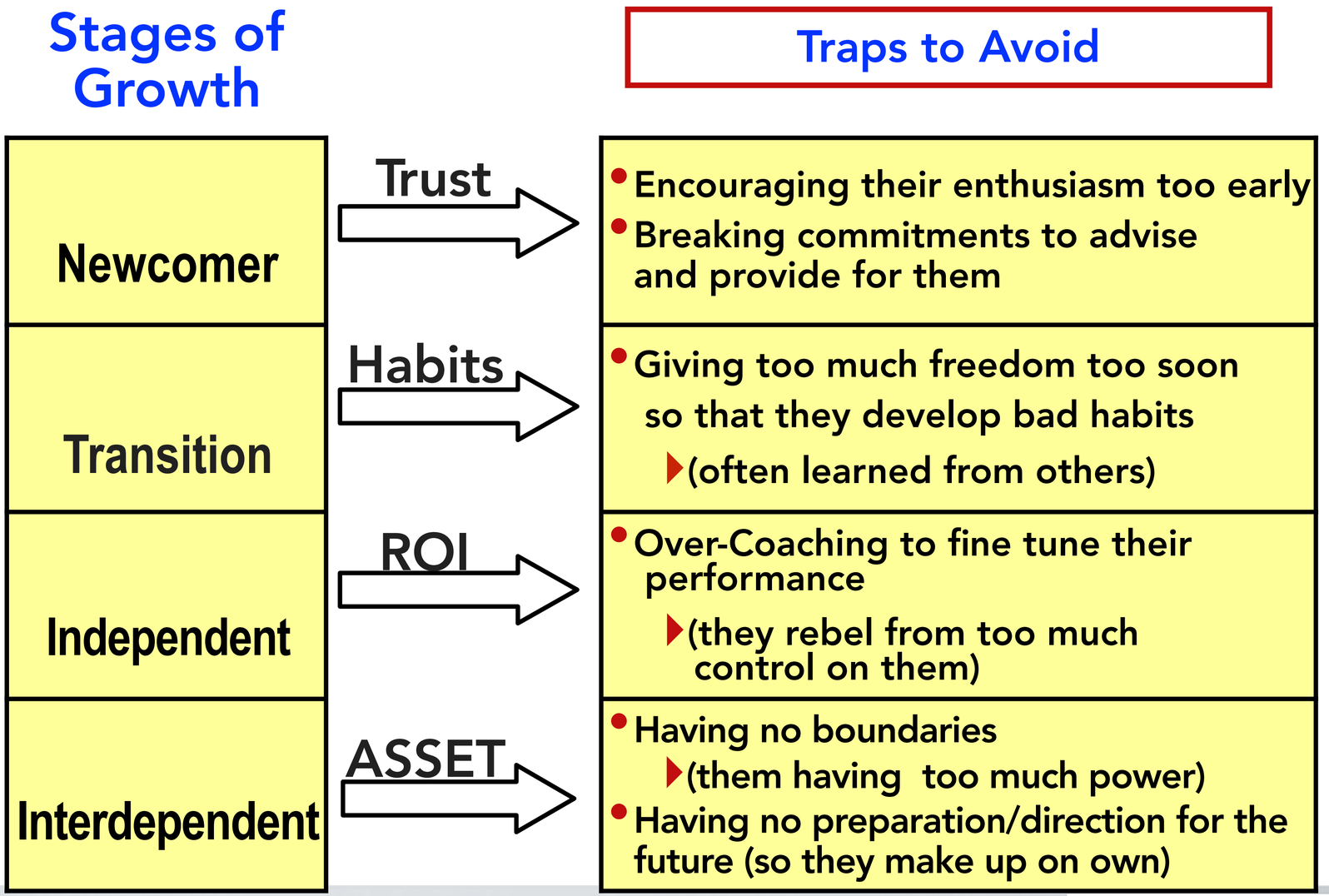
People leave because…

- No career mentoring
- No career movement
- No further opportunity



Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

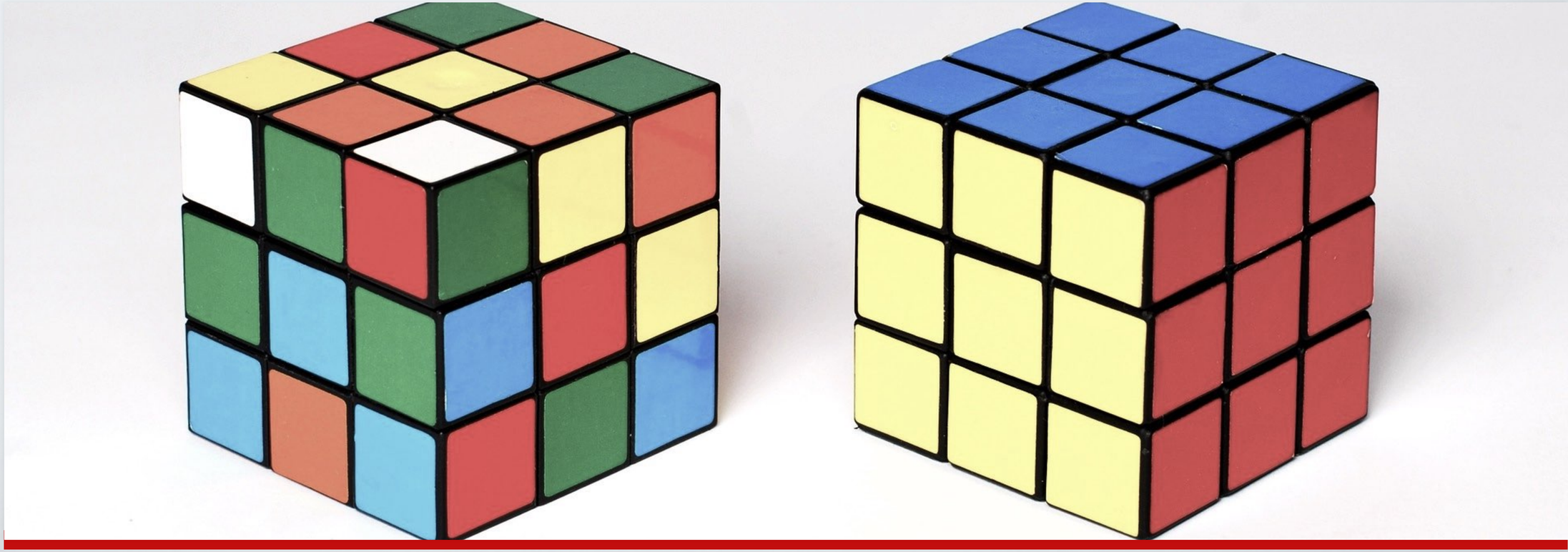
Traps to Avoid



Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

The Performance Coaching System



IMPAQ ENTREPRENEUR

Performance Coaching Process between Team Member and Supervisor

Each prepare the Performance Coaching Template

A. **Agree on the major responsibilities and make your ratings**

B. **Compare** your **ratings** with their ratings

C. **Acknowledge** where your ratings match and acknowledge successful performance

D. **Discuss the differences**

E. **Agree on next steps** for improvement and development

F. **Clarify your commitment** to support their success

G. **Agree on timing** for monitoring progress and follow up

H. If necessary, **discuss consequences** for no progress

I. **Document summary** for employee's file

J. **Acknowledge team member** for their **openness and participation**

IMPAQ ENTREPRENEUR

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

"It's a challenge to move up when you're not receiving feedback on your performance"

- John Rampton

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

Extra Individual Development

IMPAQ ENTREPRENEUR

Individual Goals and Development Plans

- Team member drives the process
  (self completed worksheets work best)
- Process stays anchored in the role and the important business outcomes
- Supervisor guides, coaches, and supports
- Accountability for follow up stays primarily with the team member

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

Team Member Development Plan

Team Member Development Plan

Date Click here to enter text.	**Team Member & Current Position:** Click here to enter text.	**Supervisor / Manager:** Click here to enter text.	
Overall Development Objective for the next 12 months	Click here to enter text.		
Top Three Leadership and Role Strengths:	Click here to enter text.		
	Click here to enter text.		
	Click here to enter text.		
Specific Development Priorities	Click here to enter text.		
	Click here to enter text.		
	Click here to enter text.		

IMPAQ ENTREPRENEUR

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

Team Member Development Plan

	Specific Action for Development Priorities	Support Needed/ By Who	Due Date
1	Click here to enter text.	Click here to enter text.	Click here to enter text.
2	Click here to enter text.	Click here to enter text.	Click here to enter text.
3	Click here to enter text.	Click here to enter text.	Click here to enter text.

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ ®

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

Team Member Development Plan

Follow-up: ***Who's included & When***
Notes:
Team Member Signature: _____ **Date:** _____ **Manager / Signature:** _____ **Date:** _____

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ ®

IMPAQ ENTREPRENEUR

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

"I start with the premise that the function of leadership is to produce more leaders, not more followers."

- Ralph Nader

Copyright © 2017 | Annie Hyman Pratt, Mark Samuel, IMPAQ Entrepreneur, IMPAQ

IMPAQ ENTREPRENEUR

IMPAQ ENTREPRENEUR

Rapid Business Growth through Next-Level Leadership & Team Driven Results

Annie Hyman Pratt
IMPAQ Entrepreneur

7785 West Sunset Boulevard
Los Angeles, CA 90046
323.969.0088 HQ
annie@IMPAQentrepreneur.com

www.IMPAQentrepreneur.com