

Performance as Narrative - 7.25.24

Communication and Feedback

- **Normalize Conversations About Performance:** Replace annual reviews with more frequent, documented conversations.
- **Specific Feedback:** Move from abstract characterizations like "sloppy" or "poor" to specific, actionable feedback detailing impacts on the company and colleagues
- **Clear Expectations:** Be explicit about what is expected of employees, such as office attendance or timeliness, to avoid passive-aggressiveness.
- **Clarity and Kindness:** Clear communication is kind, and kindness is a winning strategy. Discuss specific behaviors and actions that lead to success.

Performance Improvement and Development

- **Performance Improvement Plans for All:** Encourage improvement across the board by putting everyone on a plan, normalizing feedback as an opportunity for growth.
- **Invest in People:** Focus on training and developing employees to foster growth and address the gap between hiring expectations and real performance needs.

Management Practices

- **Core Competency in Coaching:** Make coaching and performance management a core competency for all managers.
- **Behavior Management:** Focus on managing managers and ensuring they are effectively leading behaviors.
- **Decision Making in Leadership:** Leaders should make tough decisions based on strong arguments rather than consensus, being genuine and real within legal bounds.

Review Systems and Policies

- **Moving Away from Ratings and Annual Reviews:** Shift away from potentially harmful rating systems and the traditional annual review process.
- **Avoiding Punitive Measures Like PIPs:** Shift focus from punitive measures to more supportive and developmental approaches.

Trust and Expectations

- **Avoid Creating Policies that Communicate Mistrust:** Policies should not infantilize or suggest employees are untrustworthy.
- **Make Workplace More Humane:** Continue the trend of treating employees humanely while maintaining high, realistic standards.

Strategic Focus

- **Company Mission and Resource Allocation:** Avoid letting individual causes hijack the company's mission, focusing resources effectively (Aaron Goldstein).
- **Cultural Autonomy:** Maintain autonomy in deciding the company's culture and values, rather than merely following trends (Aaron Goldstein).

Risk and Litigation

- **Balancing Litigation Risk:** Managers should balance the risk of employment litigation against potential lost opportunities, avoiding a zero-risk, zero-profit scenario (Aaron Goldstein).

Speakers



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