

TIPS FOR DELIVERING PERFORMANCE FEEDBACK

Competencies		What does it mean?	Examples of Constructive Performance Feedback: (Focus on what you see and the consequences of not demonstrating the competency successfully).	Followed by:
All Employees	Demonstrates Job Specific Capability:	Consistently applies knowledge to deliver quality work	<i>"You received training to XXX. However, the mistakes being made are costing the company time and money to fix because the work has to be re-done."</i>	<i>"And, what do you need from me to make sure you improve in this area?"</i>
	Takes Ownership:	Accepts responsibility for work outcomes without excuses. Takes initiative.	<i>"Blaming someone else makes you look like you can't solve problems, but I know you can."</i>	
	Practices Self Awareness:	Take suggestions, learns, and change in a positive manner. Manages emotions and behaviors.	<i>"Reacting loudly and critically with frustration to your coworkers make them a lot less likely to help you when you may need it."</i>	
	Ensures Resource Management:	Doesn't waste equipment, tools, supplies, materials and/or time. Considerate of coworkers' time. Time & attendance are acceptable.	<i>"You've been socializing for long periods. You're not getting your work done and neither are the people you're talking to."</i>	
	Adapts to the Environment:	Reacts well to changing work practices and directions.	<i>"We can't go back to the way things used to be, even though this may seem harder right now. Other departments rely on this new way."</i>	
	Understands the Business:	Actions and decisions reflect understanding of the business. Acts in a way that supports the company's mission to makes lives better. Willingly accepts Call-Outs and OT.	<i>"No matter the situation, when you are rude to customers/ contractors/vendors, they don't want to work with us and we need them."</i>	
	Makes Decisions:	Recognizes issues and opportunities; uses practical creativity to determine best course of action to make prompt, clear decisions that may involve tough choices or risks. Thinks before acting for the best result.	<i>"The decision to not keep recordkeeping on your work up to date shows me you don't think it's important to let me know what you've gotten done."</i>	
	Builds Business/Team Relationships:	Treats others with patience, respect and helpfulness. Approachable, proactively communicates. Respects others', effectively manages conflict and finds common ground	<i>"When you argue and walk away from me and your coworkers in disagreements about getting work done, you're not doing your job. We are, and that can't continue. "</i>	
Leader	Engages People:	Maintains relationships with employees by communicating, involving, supporting development, removing barriers to their success. Delegates based on capability, responsibility and authority; recognizes and maximizes employees' skills and abilities.	<i>"You have let XXX continue to be rude to customers and co-workers for over a year, and XXX is getting more difficult to work with. We've had customer and employee complaints that are costing time and money to fix."</i>	
	Manages Change:	Anticipates employees' reactions and asks questions. Positively encourages/influences employees to implement new practices. Provides stability during times of uncertainty and change.	<i>"Doing things the way they were done in the past isn't acceptable. Letting employees complain and not do what is needed results in problems for the way we operate."</i>	
	Thinks Strategically:	Thinks broadly and takes a holistic view of the business and long-term objectives in formulating a clear strategy and plan for the business approach or process.	<i>"We put you on the project team because you're the expert, and can help the team bring in the new system. But you don't agree with the need for it. The company has to do this because XXXX and needs your input to make it work for all users."</i>	
	Leads with Purpose:	Selects, develops, and recognizes employees. Provides clear, straightforward direction and focus regarding business priorities and performance expectations. Provides specific, objective performance feedback in a timely, respectful, and accountability-building manner.	<i>"You have an employee who just isn't getting the work done. They waste time and are inconsiderate with coworkers. It's been going on for over a year and there has been no discipline. Other employees are getting frustrated with the situation and none of us can understand why this person gets away with it."</i>	