



## I-SITE

Integrated Systems Intelligence  
Training & Engagement



Project Directed Mentoring Solutions

# Mentoring – Feedback Based Culture

## Moving to Continuous Performance Management

As a leader/manager who wants to understand how your staff is working and developing, the benefits of a Continuous Performance Process are endless. Not only do your people feel more engaged at work, but the data you get from their feedback can be extremely beneficial when designing or tweaking your company's culture.

Just think about everything you wanted to know about your staff:

- How is each person performing?
- How is each department performing?
- What kinds of programs will help my people develop?
- What do they find valuable and not valuable in how the company/department functions?
- How are they embodying the company/departments values?

All these questions are answered when your employees report their feedback in real time:

- Immediate access to data on patterns that arise on different teams/groups so you can design specific programs that will better cater to them.
- Discover common themes from conversations to gain insights into what they're thinking and how they're embodying your company/departments values.

## Doing Feedback the Right Way

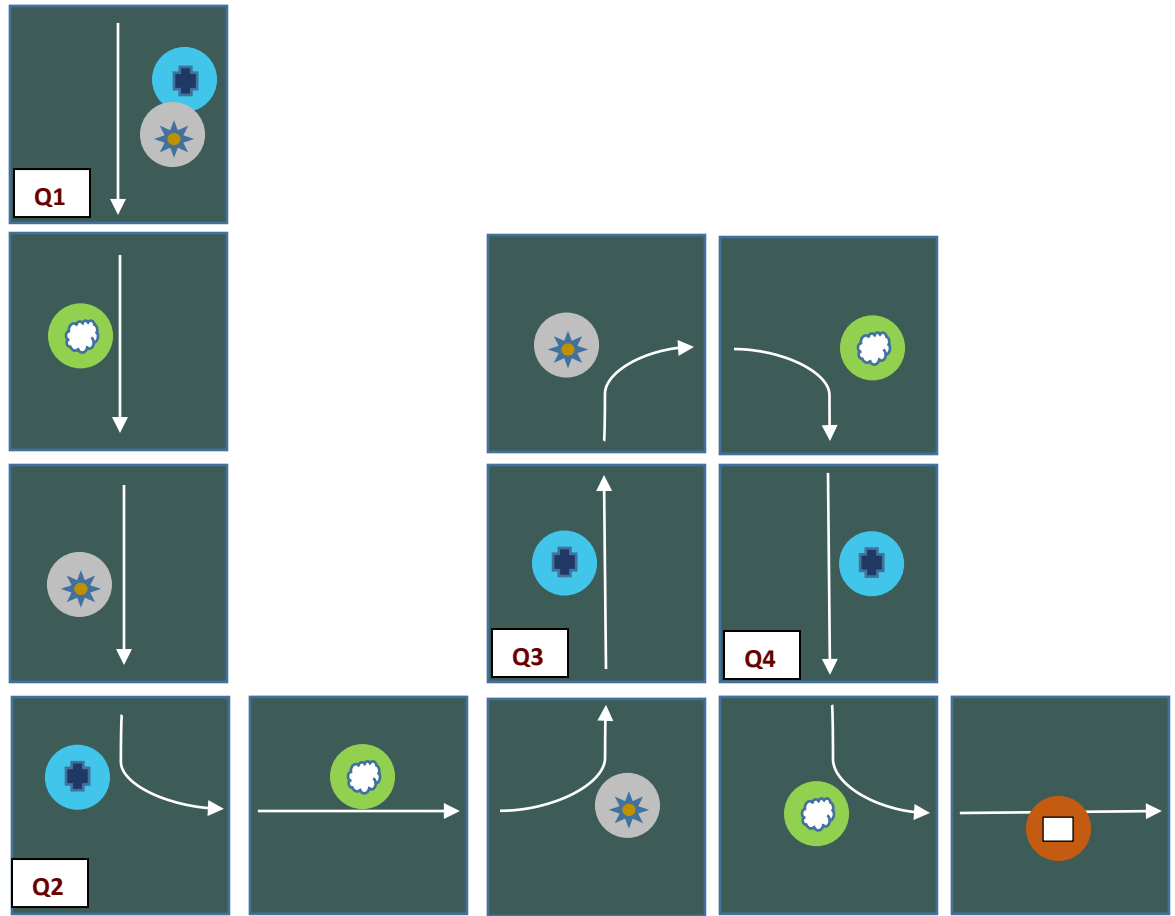
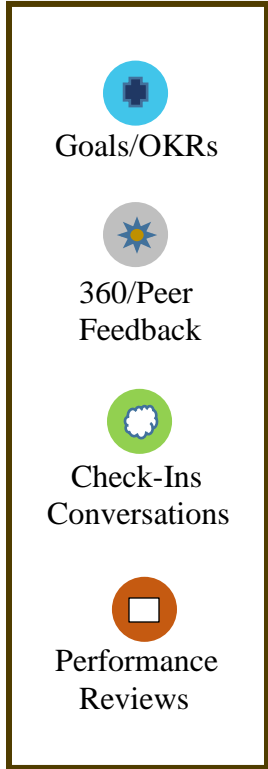
There are four main components to an effective continuous performance management process, all of which should be seamlessly connected with each other:

- Goals/OKRs
- Check-ins/Conversations
- Peer/360 Feedback
- Performance Reviews



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When your performance process is connected in these ways, you're developing a more holistic, data-driven approach to feedback that moves your company towards continuous performance management.



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To begin the transition, get your company/department to understand how to give and receive feedback in the best way. Feedback should be:

### Frequent

→ Once a year Feedback or every six months feedback is not frequent enough to meet the ever-changing pace of business. Increasing the frequency of informal performance conversations can improve employee performance by up to 12% (Forrester Research-2016).

### Lightweight

→ By 2020, nearly half of the U.S. workforce will be millennials, 42% of which want weekly feedback on their performance. Especially as technology only becomes more prevalent in the workplace, there should be a way for feedback to occur continuously and easily – without the hassle of endless paperwork and hours of long conversations.

### Two-way

→ Feedback shouldn't be a one-way street. When managers are the only ones giving feedback to their direct reports, employees within the department/company can feel like their voices aren't being heard. With two-way feedback, you get to hear from and contribute to everyone in the company/department. This way, everyone, even managers, has the opportunity develop.

### Relevant

→ Employees want feedback related to the work they're doing and the progress they are making on current goals. A downside to only doing annual performance reviews is that it's one meeting per year. Because priorities tend to shift throughout the year, employees need a way to give and receive feedback in a more timely fashion – making sure it is relevant to work and projects they are engaged in.



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## Main Feedback Types



### Manager – Employee Check-Ins/Conversations (four types)

Feedback between managers and employees can occur in many ways. Here we have narrowed it down to four primary conversation types.

<u>Type</u>	<u>Recommended Cadence</u>	<u>Use Case</u>	<u>Example Question</u>
<b>Start, Stop, Continue</b>	Quarterly	To provide both employees and managers with feedback and coaching on what they're doing well and how they can improve	What should you start, stop and continue doing to be more successful?
<b>Goal Setting/Reflection</b>	Quarterly	To discuss goals for the coming quarter, and how to align them with the organizations priorities  To discuss top priorities for the upcoming quarter and reflect on the previous quarter's performance	What goals did you accomplish over the last quarter and what goals will you work towards this quarter?
<b>Ongoing Progress Updates</b>	Weekly or Bi-Weekly	Informal Check-ins to discuss real time progress updates	Where are you currently encountering obstacles?
<b>Career Growth</b>	Annually/Bi-Annually	Discussing the employee's long term career goals and creating a plan to help them develop necessary skills	How can I help you grow in your career and help you towards your career goals?



 **360/Peer Feedback**

There are two types of peer feedback – HR scheduled and ad hoc. Each type can have different viewability settings (Manager only, employee only or both manager and employee) based on what kind of feedback is being given. While HR scheduled feedback is used primarily to inform manager/employee conversations, ad hoc peer feedback occurs in real-time and contributes directly to the development of an employee.

<u>Type</u>	<u>Recommended Cadence</u>	<u>Use Case</u>	<u>Example Question</u>
<b>HR Scheduled</b>	Quarterly	Supports manager-employee conversation on competencies and values that need to be feedback informed	How has (Employee) demonstrated leadership and how can he/she improve?
<b>Ad Hoc</b>	In real-time throughout the year	Supports ongoing peer-to-peer recognition and unprompted constructive feedback	(Employee) just demonstrated leadership in today's meeting by.....

 **Performance Reviews**

There's a lot of talk about the role of annual performance reviews, but there's no question that only doing reviews, without any other type of feedback, isn't enough. If you choose to continue doing performance reviews, try to avoid the common pitfalls of ratings and review biases.

The annual performance review is a formal conversation between managers and employees about the employee's career path and personal development. The conversation should take into account evaluations and feedback the employee received throughout the year so the manager can make an informed decision on ratings, career and compensation adjustments.

Studies suggest that "more than half of a given performance rating has to do with the traits of the person conducting the evaluation, not the person being rated." However, with a connected approach to continuous performance management, managers can better inform performance reviews by using data from previous check-ins and evaluations.