

---

---

**The Mathis Group's**

---

---

# Messenger

---

---

Vol. 5 No. 8

August, 2007

---

---

## Achieving The Maximum Performance From Every Worker Part II

Managers and supervisors often find themselves caught between a rock and a hard place. They have the daunting task of finding a balance between pushing their employees to excel and becoming a tyrant to whom everyone hates to be assigned. Last month we started looking at the eight phases of performance management. We learned that performance planning, communication and data gathering and documentation are fundamental to providing your employees with a desirable beginning in changing performance behaviors.

### *Evaluating Performance*

Performance should be evaluated on a regular basis to guarantee that it is at a level approved by management.



Observing the employee's level of work is an excellent way to understand his or her level of competency. After you have gathered any data

and information needed, talk with the person about any issue immediately. Give him or her a clear detail of the training that will be expected. Also, give positive as well as negative feedback. People love to hear praise when they are doing a job well done!

### *Performance Diagnosis*

Once you have evaluated the performance, you will be able to identify any performance needs that have arisen. Point out the desired level of performance. Call to attention the consequences for not meeting the new level. Conversely, highlight the reward for achieving the new level. Some common rewards are money, additional responsibility, recognition, or promotion.

### *Performance Improvement*

In order to improve performance one must answer three questions: What has the employee done since the last appraisal? Where are they now? Where do you want them to be? Answering these questions will let you know whether the employee is progressing or being stagnate. To ensure the employee understands exactly what is required, you should: explain the desired results, make sure the goal is clear, answer all questions, and check for any concerns or issues.

### *People and Processes*

When creating performance standards for an employee, you need to make sure that the standards are clear, measurable, realistic, and are aligned with the organization's direction. A great way to determine whether an employee is striving for the preferred performance is by creating a "Do More-Do Less" sheet. An example is provided below with an explanation of each section following.

<b>Start</b>	<b>Stop</b>
<b>Do More</b>	<b>Do Less</b>
<b>Continue</b>	<b>Learn</b>

(continued on page 2 *Achieving The Maximum Performance From Every Worker Part II*)

*There will always be a conflict between  
"good" and "good enough".  
Henry Martin Leland (1843-1932)  
Mechanical Engineer*

# The Mathis Group's Messenger

## ***Fall Project Management Conference!***

**September 17-21**  
Project Risk Management  
Project Management Fundamentals  
Successful Negotiation in a Project  
Management Setting

### ***PMP® Exam Prep***

**September 17-20**

Visit our website at [www.themathisgroup.com](http://www.themathisgroup.com) for  
complete course objectives and registration  
information.

**(continued from page 1 *Achieving The Maximum  
Performance From Every Worker Part II*)**

### ***Start***

List new items you desire for the worker to begin. If possible, each item should begin one at a time. Don't try to begin too many new starts at once.

### ***Stop***

Spell out the exact issues, performance, or behaviors to stop. You can make a list which follows the discussion with the worker.

### ***Do More***

Spell out areas in which the worker is presently making headway. Specify how much additional initiative should be used.

### ***Do Less***

Point out areas to keep the worker in balance with requirements. Use this to confront over achievements and wasted time.

### ***Continue***

Focus on the performance which is presently meeting the proper level. Do not allow the worker's performance to slip backward.

### ***Learn***

Topics or training areas needed to make sure the worker is prepared for performance requirements. Topics can

be courses, seminars, coaching, mentoring, shadowing, and OJT.

### ***Worker Feedback Session***

The worker feedback session is not only used for corrective action, but also to praise a job well done. While preparing for the session there are seven foundations to remember in order to prepare:

1. Set up individual files on each employee.
2. Put a current job description in the file.
3. Keep a current copy of your company's policy and procedures.
4. Give each employee his or her own orientation.
5. Monitor the employee heavily at first.
6. Keep yourself approachable.
7. Document both good and bad.

Keeping employees motivated and encouraged is a delicate endeavour. Knowing how to balance being too pushy over being a pushover can be difficult, but it is well worth the energy expended.



Check out our exciting  
courses at  
[www.themathisgroup.com](http://www.themathisgroup.com)!!

- Performance Improvement***
- Tough Minded Leadership***

Contact The Mathis Group today to receive their catalog  
of complete course listings or to discuss your  
customized onsite seminar.

The Mathis Group, Inc.  
Dr. Keith Mathis  
106 Lakeview Woods  
Eureka, MO 63025  
1-800-224-3731  
636/938-5292 voice/fax  
keith@themathisgroup.com  
www.themathisgroup.com  
GSA Contractor- GS10F0383M  
Project Management Institute R.E.P.