Boss, Can We Talk?

10 Ways Leaders Aren't Making Time for their Team Members

The results of a study conducted by Blanchard® and *Training* magazine suggest that leaders are falling short in meeting the expectations of their direct reports when it comes to performance management, growth, and development. [1]

PERFORMANCE PLANNING—*Setting clear goals*

1 Discussing, prioritizing, and agreeing on job functions — **28%** Below Expectations

2 Clarifying how goals are to be measured — **34%** Below Expectations

DAY-TO-DAY COACHING—*Helping people reach their targets*

3 Paying attention to performance — **31%** Below Expectations

4 Providing direction and support — **25%** Below Expectations

5 Giving feedback on progress — **32%** Below Expectations

PERFORMANCE EVALUATION—*Reviewing results*

6 Preparing for the annual review — **24%** Below Expectations

7 Conducting the review — **24%** Below Expectations

8 Perceived fairness of the review — **31%** Below Expectations

JOB & CAREER DEVELOPMENT—*learning and growing*

9 Providing ways to grow in current job — **29%** Below Expectations

10 Preparing team members for career advancement — **39%** Below Expectations

Performance communication gaps drain overall organizational vitality through lowered employee intentions to stay with an organization, endorse it as a good place to work, and apply discretionary effort as needed.

Four ways to reduce gaps in your organization:

1 **Examine the design of your performance management system**. Are managers setting clear goals, providing day-to-day coaching, and conducting fair, unbiased, and helpful performance reviews?

2 **Make time to meet with your people**. Are managers meeting a minimum of two times per month to discuss progress and employee needs for direction and support?

3 **Review your annual review process**. Instead of once a year, conduct 90-day mini reviews that eliminate surprises, allow for mid-course corrections, and keep communication channels open.

4 **Don't forget job and career development**. Make sure all performance review sessions include time to discuss job and career growth to show that team members are valued in the present and also in the organization's future.

Elev8 LEARNING

Sources:
1. Ten Performance Management Process Gaps: And How They Negatively Impact Employee Intentions, *Training*, July/August 2014.