



LHH

Developing People for High Performance

Jacqui Nightingale - LHH



ACKNOWLEDGEMENT OF COUNTRY

Griffith University acknowledges the Traditional Custodians of the land on which we are meeting and pays respect to the Elders, past and present, and extends that respect to all Aboriginal and Torres Strait Islander people.



Session objectives

The session today will include content and hands-on activities to:

- Explore engagement as a driver of high performance
- Understand in practice how to drive high performance by:
 - Setting clear expectations
 - Providing effective feedback
- Know the difference between Skill and Will in leading for high performance
- Identify leadership actions to drive high performance in your day-to-day role



Use your phone to access Menti



How many years experience do you have giving performance conversations?



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Do you currently have written performance goals / expectations for your role?



GRIFFITH'S COMMITMENT

...we have a commitment to ensuring you know how you are performing.

This is in part, why we place the expectation on managers, that performance, career, and development conversations are frequent and meaningful.

Griffith University Performance Management :
[Professional Staff Performance Review \(griffith.edu.au\)](http://griffith.edu.au)

Employee engagement drives high performance

In a recent study*, businesses with high employee engagement outperformed those with low engagement in many crucial performance outcomes:

▲
10%
HIGHER
customer
ratings

▲
17%
HIGHER
productivity

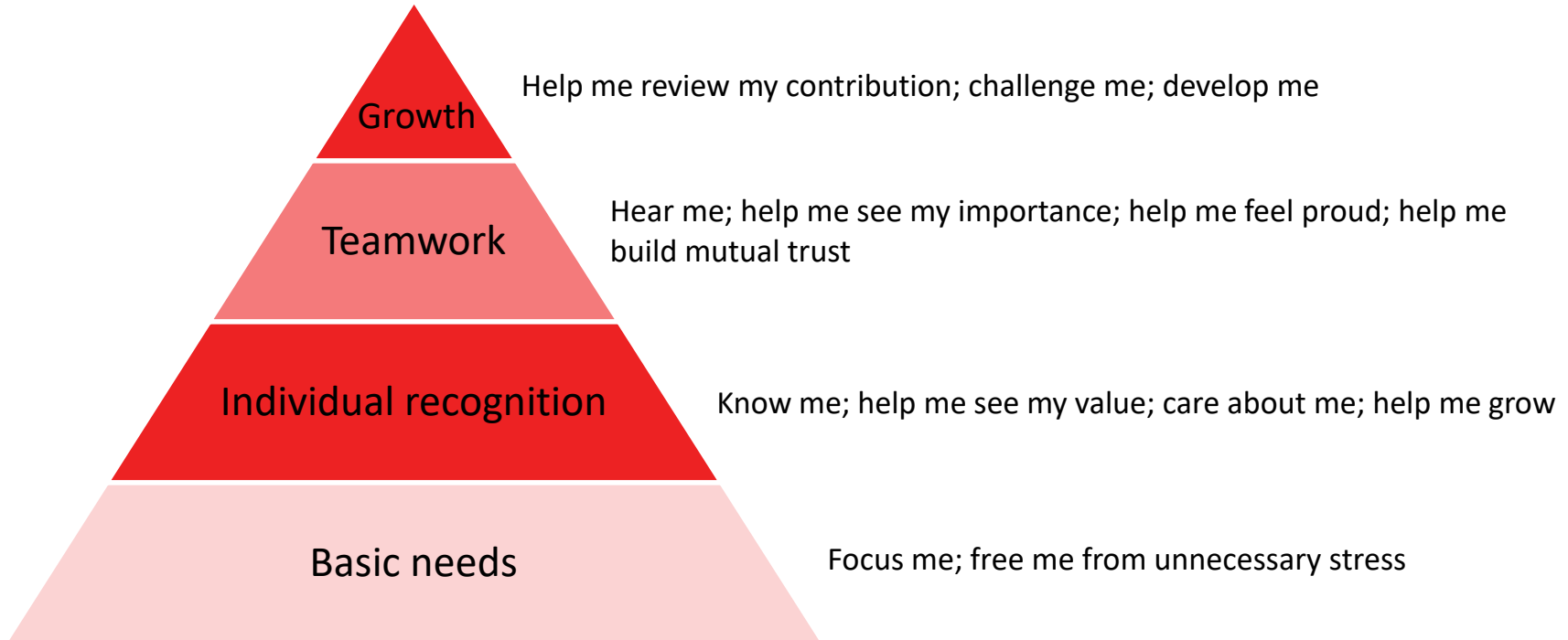
▲
21%
HIGHER
profitability

▼
70%
FEWER
safety incidents

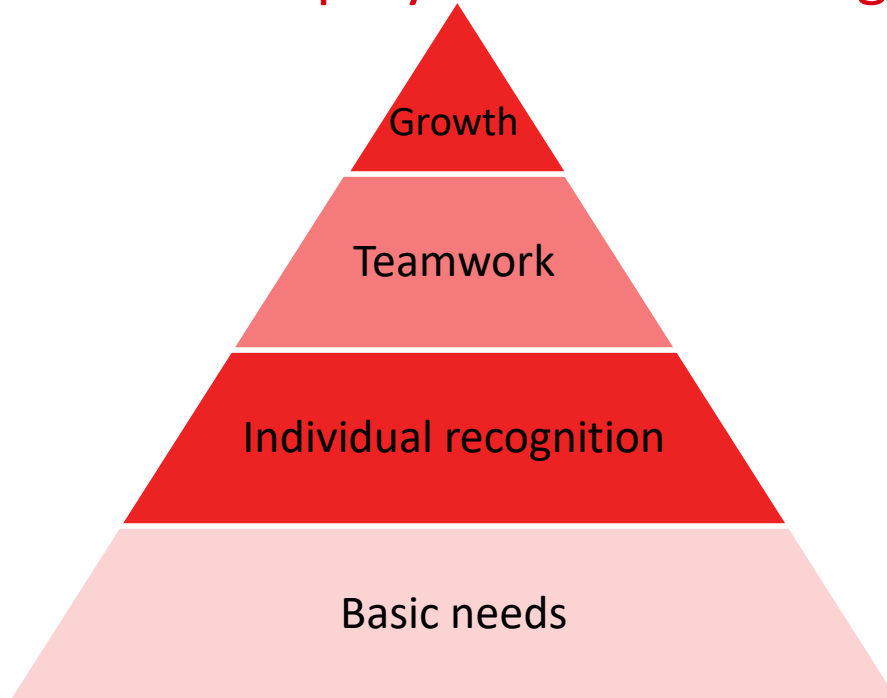
▼
41%
LOWER
absenteeism

* Building a High-Development Culture Through Your Employee Engagement Strategy, p. 5, Gallup Inc, 2019

Engagement requires employees' key needs to be met



Two core actions from leaders are required to meet the needs of employees and drive high performance



1. Clarify performance expectations

- What does 'high performance' look like, and how will it be assessed?
- How do we move toward agreement on performance expectations?

2. Provide ongoing feedback

- How well is a person performing against expectations?
- How is strong performance recognised, and areas for improvement promptly and constructively communicated?

The actions have the most impact on performance and engagement if the immediate leader delivers them.



1

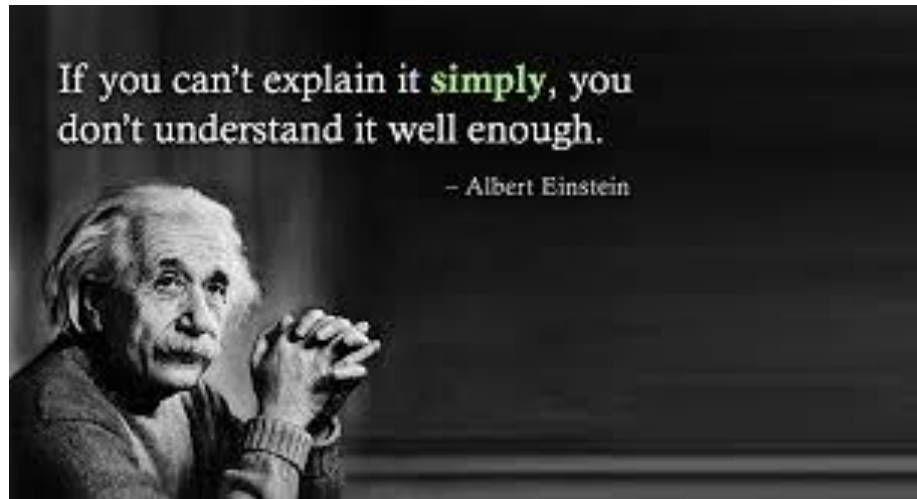
Clarifying performance expectations

Performance expectations should answer two questions:



1. What does my immediate leader expect me to *deliver*?

2. How will my performance be *evaluated*?



Clear expectations are best thought of as outcomes with indicators of successful achievement.



The expected outcome or thing to be delivered



- An outcome to be achieved, or the purpose of an activity
- Linked to a business priority or a functional accountability

Indicators of successful achievement



- An indicator of the successful achievement of the intent of the objective
- Measurable, or able to be evidenced as 'objectively' as possible
- Achievable within the performance cycle
- Use lead and lag indicators to guide action

Let's look at an example

The expected outcome or thing to be delivered

Increase team engagement levels over the next 12 months by 15%

- An outcome to be achieved, or the purpose of an activity
- Linked to a business priority or a functional accountability

Indicators of successful achievement

Within 4 weeks, share results with team and gain team feedback on current strengths and opportunities for improvement

With team, create Team Engagement Plan, and meet monthly to track progress

At 12 months, re-measure team engagement level

- An indicator of the successful achievement of the intent of the objective
- Measurable, or able to be evidenced as 'objectively' as possible
- Achievable within the performance cycle
- Use lead and lag indicators to guide action



Activity: Write a performance expectation

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Think of a person who's performance you are accountable
(a person who reports to you)

Step 1: Write down one **outcome** they are expected to deliver.

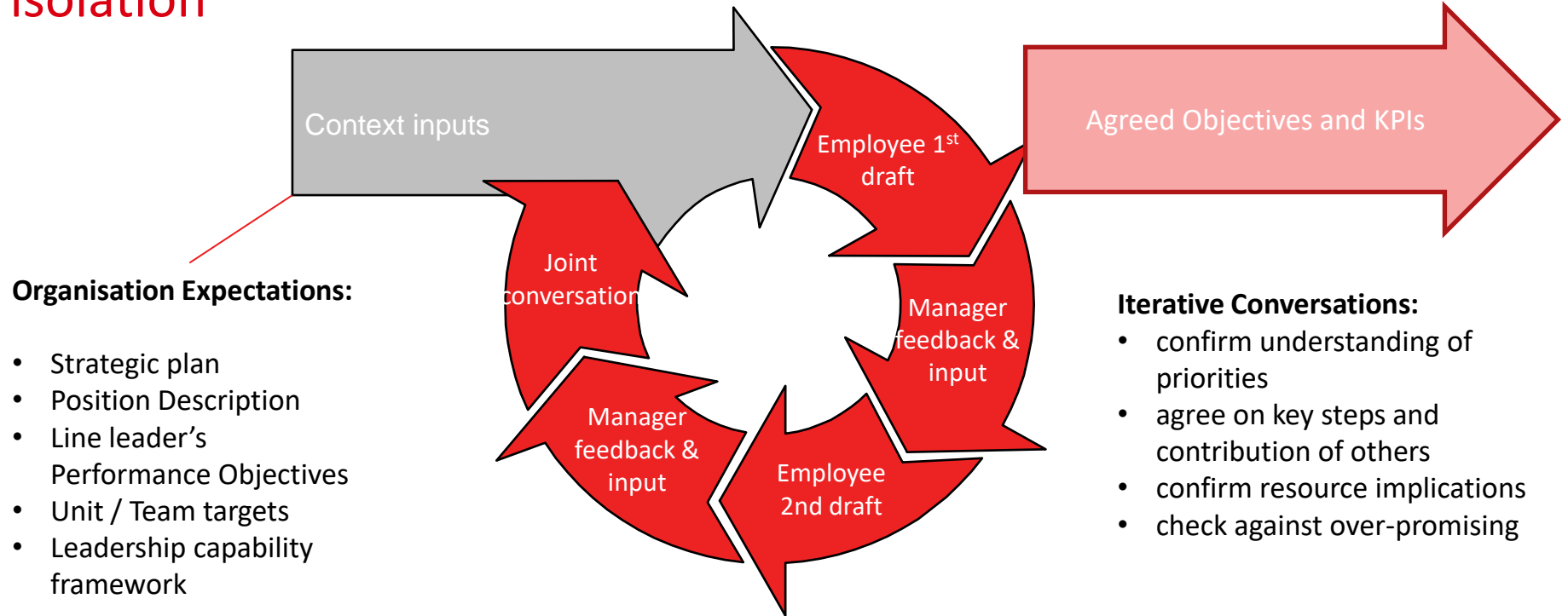
2 minutes

Step 2: In pairs, brainstorm together what ***the indicators or measures of successful achievement*** might be.

Swap after 5 minutes to discuss your partner's performance expectation.

2 x 5 minutes

Leaders cannot determine performance expectations in isolation





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Provide ongoing feedback

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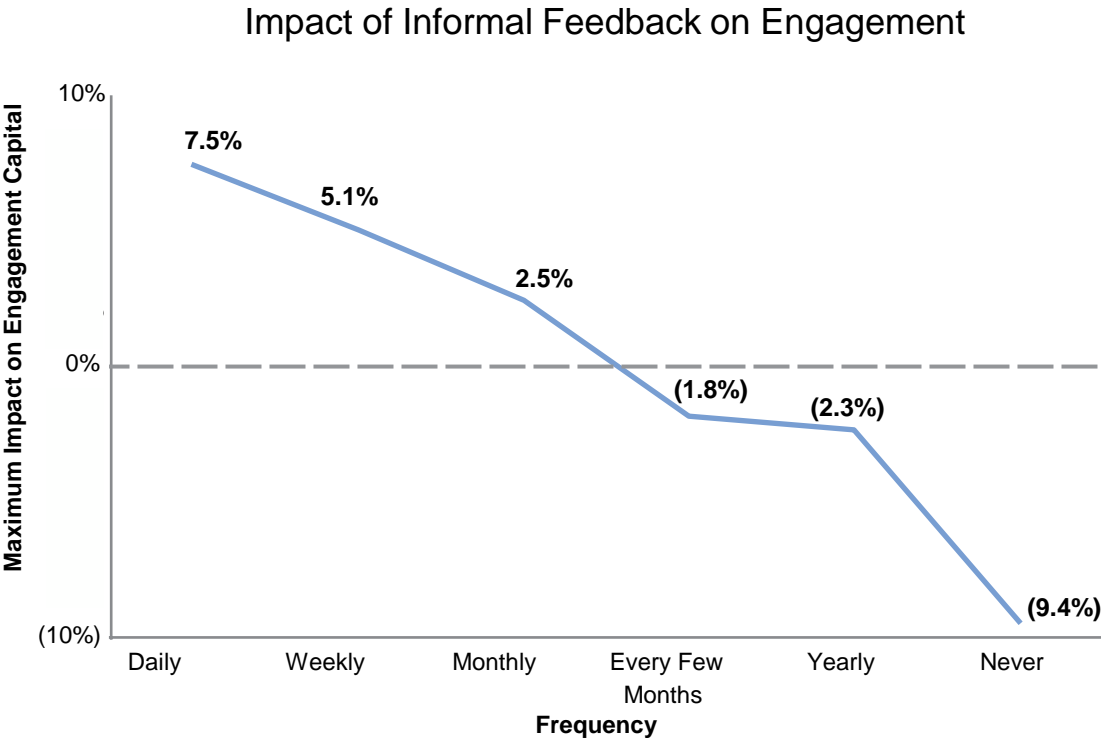
How often to you give individuals feedback on their performance progress?



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How effective would you rate your last feedback conversation?

Regular informal feedback positively impacts engagement.





Overcoming challenges in providing feedback

Peer teach back activity

In groups...discuss one 'barrier' to providing effective feedback.

1. What have you seen work well to overcome this challenge?
2. What advice would you give another leader to address this challenge?

Informal feedback should be 'FAST'



Frequent

Leaders should provide feedback on an **ongoing** basis so that people have an accurate and up-to-date understanding of their performance strengths and development areas.



Actionable

Feedback should help a person **do his or her current job better**. Ensure recommended actions or behaviours are within the employee's control in his or her current position.



Specific

Leaders should identify **specific actions** that person took or specific things that were appropriate or inappropriate.

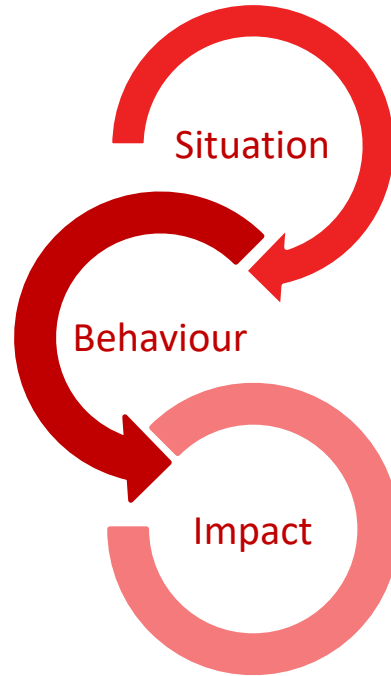


Timely

Leaders should give feedback **as soon as possible** after the action or event. This will maximize the impact of feedback on the person's performance and minimize the chances of resentment.

Structure the conversation around situation, behaviour, impact

Describe the **behaviour** you observed



Describe the **situation** in which you observed the employee

Describe the **impact** of that behaviour on you or others that were present in the situation

Prepare for challenging feedback using the **GUIDE** model



Gather Verifiable Performance Examples

- Clear and accurate examples of the issues to be addressed

Understand Results, Goals, and Actions

- Clearly understand the expected goals or behaviours, and the road taken to achieve them

Identify Strengths and Weaknesses

- Strengths, as well as weaknesses, help ensure a more impactful conversation

Develop Suggestions to Improve Weakness

- Some thoughts regarding an improvement path help limit de-motivation and disengagement

Expect Negative Reactions

- Think of how the person might respond, and then how you might react to that

Both Skill and Will are needed for high performance

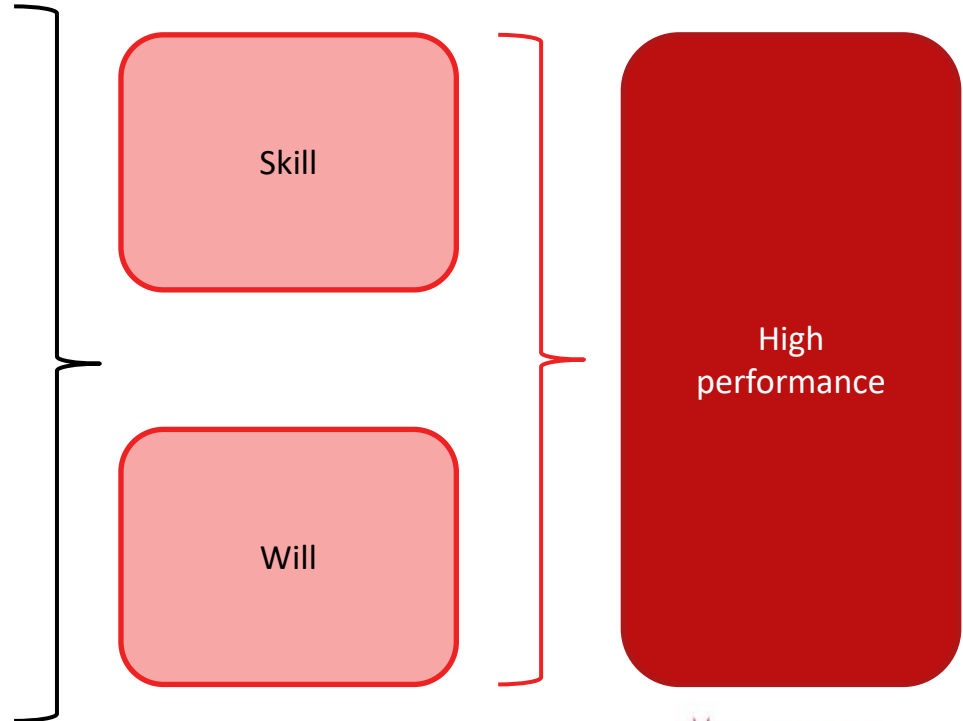


1. Clarify performance expectations

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Conclusion

What action will you take?

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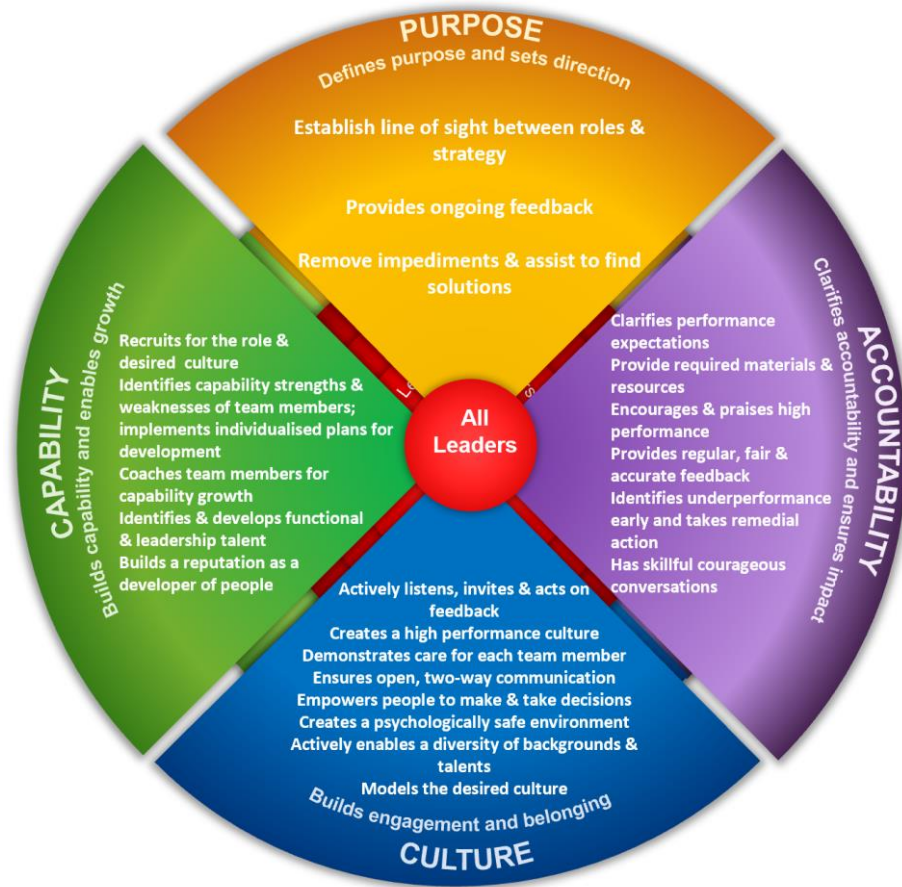
 **Griffith** UNIVERSITY
Queensland, Australia

The Leadership Capability Framework



- The Leadership Capability Framework outlines what Griffith expects of its leaders.
- The Day-to Day Action Menu guides leaders to take action to build engagement and high performance.
- More information on the Framework will be released soon.

Griffith's Leadership Capability Framework



Griffith's Leadership Capability Framework



	Purpose and direction	Accountability and delivery	Capability and growth	Culture and engagement
Action opportunities menu	<ul style="list-style-type: none">• Business planning workshops• Business plan progress updates• New starter on-boarding• Celebrations of successes• VC/EG visits and listening tours	<ul style="list-style-type: none">• Business planning workshops• Business plan progress updates• Annual performance expectation setting processes for direct reports• Regular 1:1s• Regular informal and formal feedback• Formal performance reviews	<ul style="list-style-type: none">• Team member capability assessment• Individual development plans• 1:1 coaching, on the job	<ul style="list-style-type: none">• New starter on-boarding• 1:1 meetings• Feedback seeking and responding• Flexibility offerings• Establishing team psychological safety• Team charter development



Session objectives revisited



- Explore engagement as a driver of high performance
- Understand in practice how to drive high performance by:
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Taking action

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What is one thing you can do to drive high performance in your team in the next week, that you haven't done before?



Further resources

Performance Conversation guides and templates:

- [Professional Staff Career Development](#)
- [Academic Staff Career Development](#)

Articles of interest:

- [What high performance workplaces do differently. \(Gallup, 2019\)](#)
- [Driving Performance through employee engagement. \(Corporate Executive Board, 2004\)](#)
- [Employee Engagement Hierarchy. \(Gallup, 2016\)](#)



We value your feedback

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Please complete the feedback survey before leaving
the session today.

Thank you



About us

Lee Hecht Harrison helps companies simplify the complexity associated with transforming their leadership and workforce so they can accelerate results, with less risk. We do this by helping their employees navigate change, become better leaders, develop better careers, and transition into new jobs.

As the world's leading integrated Talent Development and Transition company, we have the local expertise, global infrastructure, and industry leading technology required to simplify the complexity associated with executing critical talent and workforce initiatives, reducing brand and operational risk. Teams in more than 60 countries around the world leverage our proven programs and global experience to deliver tailored solutions to clients that align talent with the needs of their business.

