

# **Your E.D. Deserves a Performance Review**

**Madison Nonprofit Day  
October 31, 2019**



# Some Stats

- 92% of respondents agreed with the assertion, “Negative (redirecting) feedback, if delivered appropriately, is effective at improving performance.”
- 27% of workers strongly agree that the feedback they currently receive helps them do their work better.
- 68% of employees who receive accurate and consistent feedback feel fulfilled in their jobs.
- 80% of Gen Y said they prefer on-the-spot recognition over formal reviews.
- 63% of Gen Z said they want to hear timely, constructive performance feedback throughout the year.

# Why doesn't it happen?

- What's better – a poorly done review or no review at all?



“Conducting effective performance evaluations is like painting a room. If you do all the prep work diligently – all the sanding, spackling, taping and priming – the actual painting is easy.”

— Victor Lipman



# Critical Success Factors

- Strategic Framework
- Organizational Goals/Objectives
- Defined Competencies
- Systematic Approach



# Consider a productive evaluation

- What made/makes it a good experience?
- How was it useful?



# Things to Consider

- The Scale
- The Content
- The Format
- The Frequency
- The Exchange



# Rating Scale

- Excellent
- Highly Satisfactory
- Satisfactory
- Mostly Satisfactory
- Not Satisfactory



# What makes rating so hard?

- How can the rating process be made easier?



# Evaluation Components

- Organizational Initiatives
- Professional Competencies →
  - Enlightened Leadership
  - Engaged Human Capital
  - Financial Stability
  - Intended Reputation
  - Programmatic Integrity
  - Stakeholder Satisfaction
  - Sustainable Processes
  - Alignend Actions
- Overall Performance



# Create a Repeatable Template

## Organizational

Objectives	Expectations	ED Rating & Comments	Board Rating & Comments
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## Individual

Competencies	E.D. Assessment	Board Assessment
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## Overall

E.D. Comments	Board Comments
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## Signatures

E.D. Signature	Board Chair Signature
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# Set a Schedule



# Who does what?

- When? How?

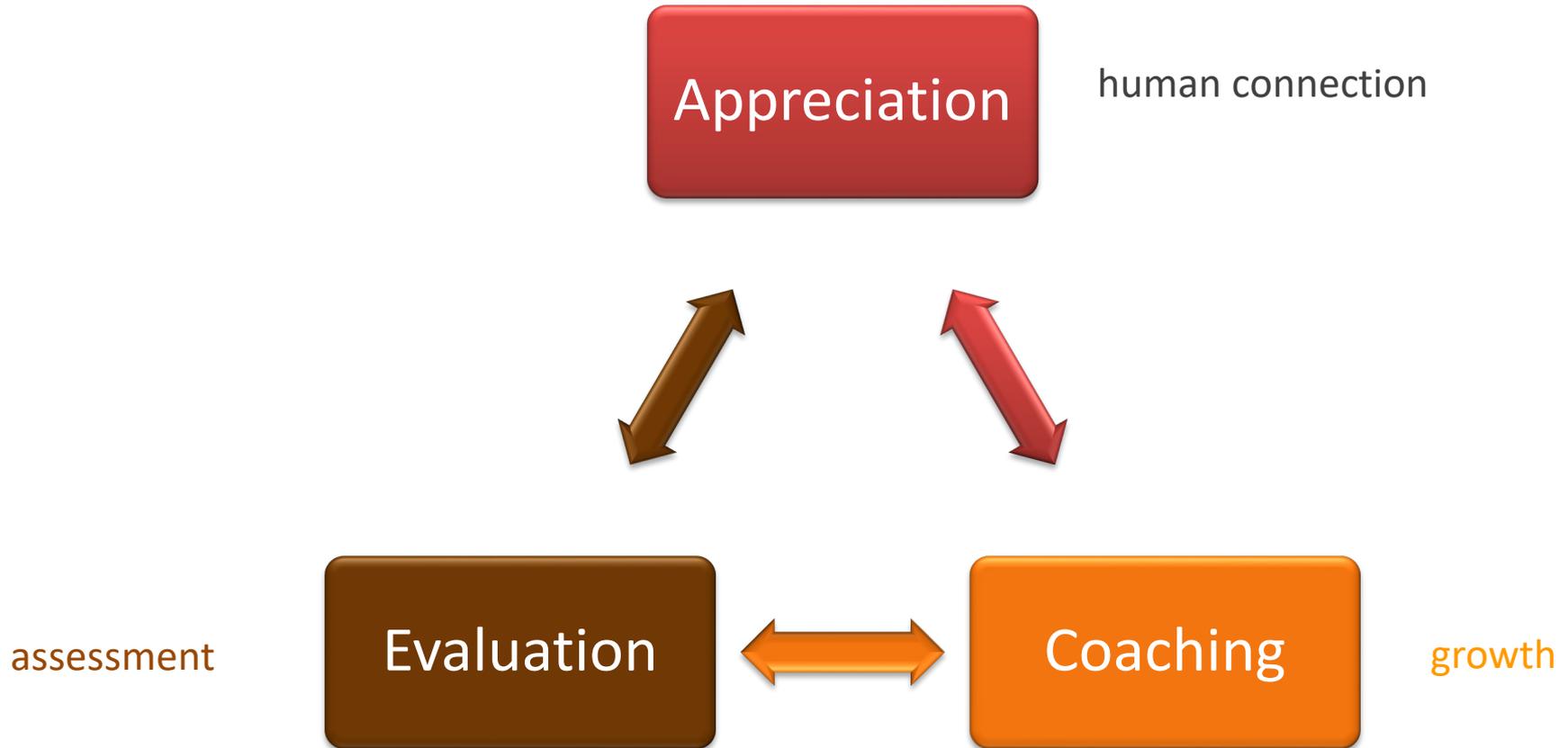


The goal of feedback “should be to make judgments thoughtfully, and once made, to have them be transparent and discussable.”

-- Douglas Stone & Sheila Heen



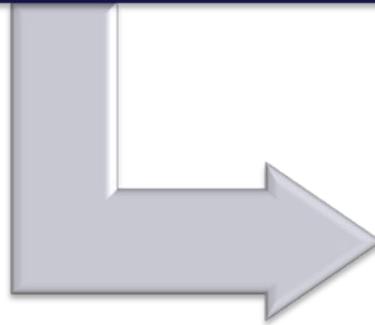
# All Types of Feedback are Needed



Source: *Thanks for the Feedback* by Douglas Stone & Sheila Heen



How can you become  
a better receiver?



How are you  
thinking differently  
about being a  
feedback *giver*?

# What is the value of the review?

- For those involved?
- For the organization?
- For the community?



# Some Other Ways ...

- Stop/Start/Continue
- Celebrations & Opportunities
- A Few Good Questions



What else might you like to discuss?



# Continue the Conversation

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