

A circular white frame is centered on a light blue background. The frame is surrounded by a detailed botanical illustration. On the left, there are green leaves, a red leaf, and a small pink flower. On the right, there are green leaves, a red leaf, and purple flowers. At the top and bottom, there are green ferns. The text is centered within the white frame.

# Managing Performance with CliftonStrengths @ PACD

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Mary Kay Williams, M.Ed.  
SPHR, SCP-SHRM



# Objectives

- What is Performance Management?
- The Annual Review Process - Positives & Challenges
- Integrating CliftonStrengths into the Annual Review Process
  - Action Planning



# Housekeeping & Ground Rules



Please RESPECT the diverse thoughts, opinions and backgrounds of your colleagues.





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# Parking Lot

Any issues that we can't address or answer immediately--will go in the parking lot.





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# Questions & Comments



Any questions or  
comments, please use  
post-it notes.

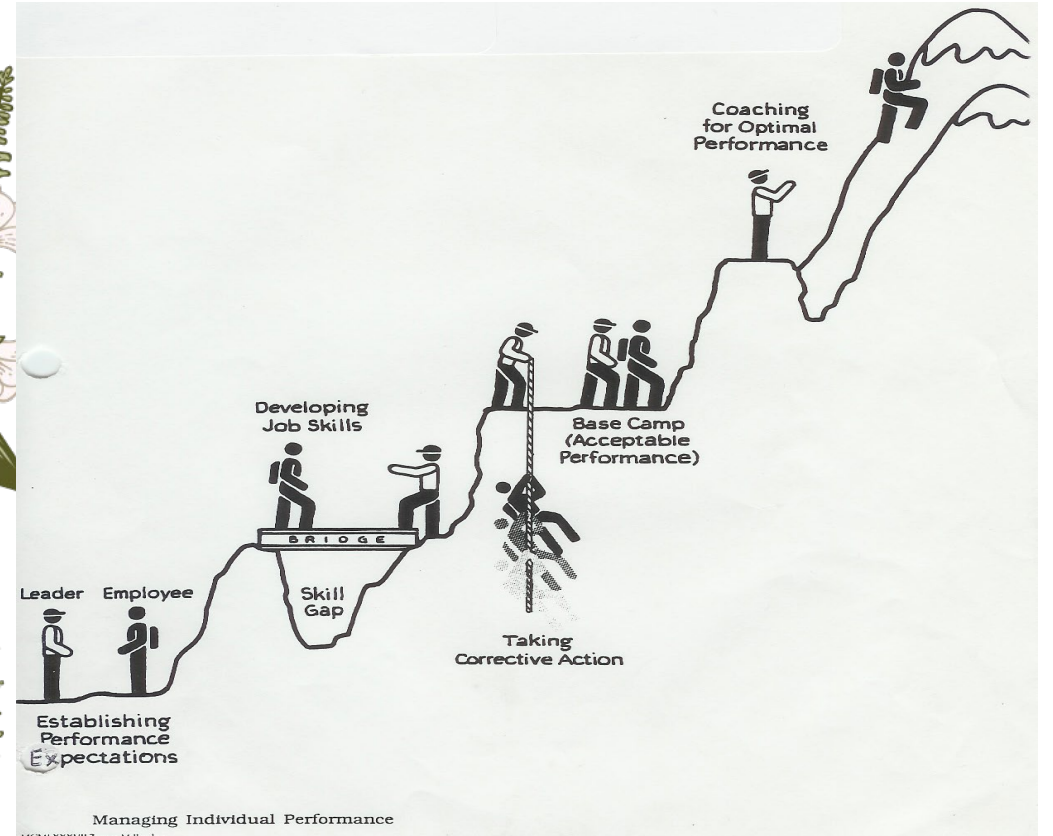


# What is Performance Management?





# Performance Management Journey



# Basic Employee Needs



1. The need to be heard and understood.
2. The need to feel that you have received a timely response.
3. The need for comfort.
4. The need for accuracy and consistency.



# WHAT IS PERFORMANCE





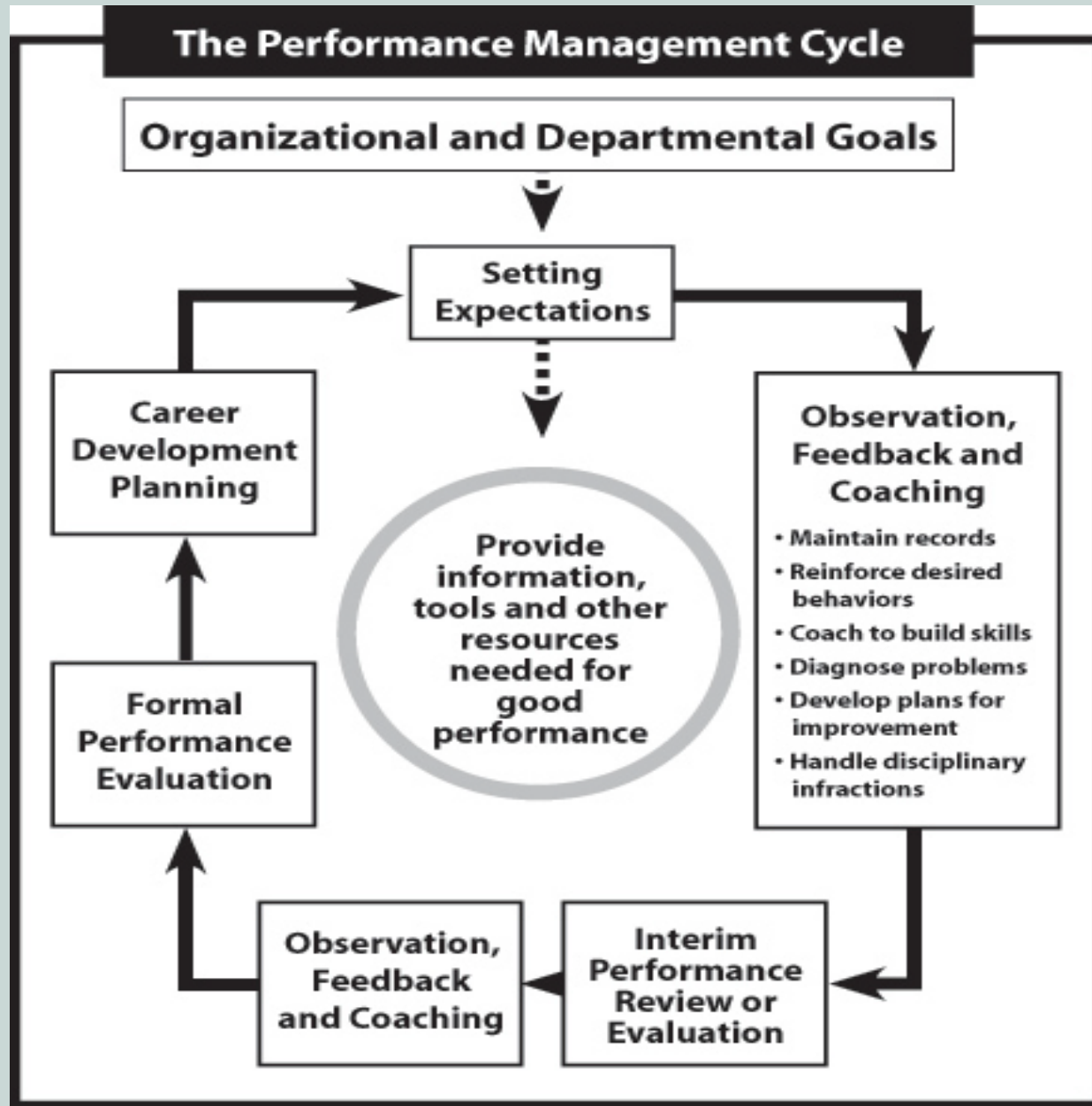
To be effective and yield results for your business, performance management must be a year-round process with no end.



Teala Wilson



# Performance Management Cycle



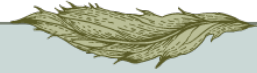
# Performance Management



## **Managing performance includes their:**

- Quality of work
  - Quantity of work
  - Compliance of rules, regulations, policies, etc.
  - Ability to meet customer expectations. (internal/external)
  - Opportunities to grow and develop.
- **This is NOT just a ONCE-a-year event, it is an on-going process!**

# Coaching to Manage Performance



“Performance coaching is an activity, not a title or position. It is the process to help someone fulfill their potential.”

First Among Equals



# Performance Management Tips



# Giving Critical Feedback



# Giving and Receiving Feedback



- Team member communication involves giving and receiving information about individual and team performance on an on-going basis.
- Benefits of Feedback:
  - Reduces uncertainty
  - Solves problems
  - Builds trust
  - Strengthens relationships (internal/external 'customers')
  - Improves work quality



# Tips for Giving Feedback



- Specific
- Descriptive
- Timely
- Ongoing





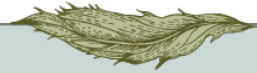
# The Performance Review: Positives & Challenges



# Clear Feedback/ Communication



# Positives & Challenges



Describe some of the positives you have experienced with performance reviews at your Conservation District.



Describe some of the challenges you have experienced with performance reviews at your Conservation District.



# Some Causes of Challenges/Conflict



Personality

Values

Perspectives

Goals

Others?

# Effective Performance Reviews



- Be prepared by collecting performance notes, feedback and other data throughout the year. Send yourself emails!
- Request self-appraisals from employees to be completed prior to the review meeting.
- Choose a private and comfortable space for the meeting and schedule sufficient time.
- Encourage open dialogue regarding performance levels, lessons learned, ongoing progress, and goals and objectives for the next review period.
- **If emotions are high/tense—reschedule....but, YES you need to reschedule and not ignore.**

# Performance Review Biases



**While all biases aren't negative, biases can have a negative impact on employee performance.**

**Contrast**

**Halo**

**Horn**

**Leniency**

**Recency**

Five Common  
Performance Review  
Biases that Managers Need  
to Overcome, SHRM:  
Sharlyn Lauby (12/7/2020)

# Performance Review Biases



1. **Contrast bias:** Leader compares an employee's performance to other employees instead of the company performance standard.
2. **Halo bias:** An employee is rated highly in all areas of performance because of one thing they do well.
3. **Horn bias:** An employee is rated poorly in all areas of performance because of one thing they don't do well.
4. **Leniency bias:** Leader gives everyone a 'satisfactory' rating and won't deal with challenges.
5. **Recency bias:** An employee's most recent behavior becomes the primary focus of the review (good or bad).

Five Common  
Performance Review  
Biases that Managers Need  
to Overcome. SHRM:  
Sharlyn Lauby (12/7/2020)



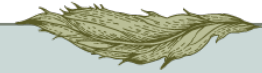


# Integrating CliftonStenghts into the Performance Process



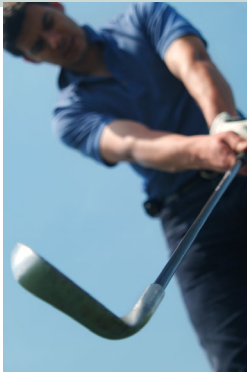


# Strength



*Consistent near perfect performance in an activity.*

1. Do it consistently and predictably.
2. You do not have to have strength in every aspect of your role to excel.
3. You will only excel by maximizing your strengths, never by focusing on your weaknesses.



# Some definitions...

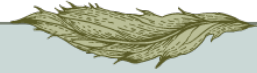


- **Talent:** naturally, recurring patterns of thoughts, feelings or behavior. Your various themes of talent are what the CliftonStrengths Profile measures.
- **Knowledge:** consists of the facts and lessons learned.
- **Skills:** Steps of an activity

These three combine to create your strengths.

Page 29: Now, Discover Your Strengths

# Two flawed assumptions



1. Each person can learn to be competent in almost anything.
2. Each person's greatest room for growth is in his or her area of greatest weakness.



# The 34 Strengths



*Achiever*

*Analytical*

*Command*

*Connectedness*

*Deliberative*

*Empathy*

*Harmony*

*Individualization*

*Learner*

*Relator*

*Self-Assurance*

*Woo*

*Activator*

*Arranger*

*Communication*

*Consistency*

*Developer*

*Focus*

*Ideation*

*Input*

*Maximizer*

*Responsibility*

*Significance*

*Adaptability*

*Belief*

*Competition*

*Context*

*Discipline*

*Futuristic*

*Includer*

*Intellection*

*Positivity*

*Restorative*

*Strategic*



# Some Reflections



Determine how your Strengths are in action for you to achieve results:

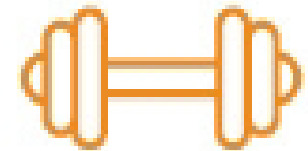
- Real world examples of how and when I use a few of my strengths.
- What one, two things can you do better than 10,000 other people?

Page 10: Now, Discover Your Strengths



# Top 5 Ways to Use Your Strengths Every Day

- 1.** Display your top five strengths on your office door with a brief description of each strength.
- 2.** Compare your projects and goals with your top five strengths to see how you can better utilize your strengths in daily work.
- 3.** Devote 5-10 minutes each day to learn about one of the other 34 strengths and try to see if you know anyone who may fit that strength.
- 4.** Find a Strengths buddy – someone who will hold you accountable if you show signs of the basement side of your strength.
- 5.** Have coffee or lunch with a coworker you don't know as well to listen to their story and see how they use their strengths.



Akilah Webster

## Four Domains of Team Strength

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
<p>People with dominant Executing themes know how to make things happen.</p>	<p>People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.</p>	<p>People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.</p>	<p>People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.</p>
<p>Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative</p>	<p>Activator Command Communication Competition Maximizer Self-Assurance Significance Woo</p>	<p>Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator</p>	<p>Analytical Context Futuristic Ideation Input Intellection Learner Strategic</p>

PACD Team

CliftonStrengths Domain

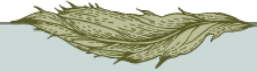
240 TEAM MEMBERS

<p><b>EXECUTING</b></p> <p>Leaders with dominant strength in the Executing domain know how to make things happen. When you need someone to implement a solution, these are the people who will work tirelessly to get it done. Leaders with a strength to execute have the ability to "catch" an idea and make it a reality.</p>	<p><b>INFLUENCING</b></p> <p>Those who lead by Influencing help their team reach a much broader audience. People with strength in this domain are always selling the team's ideas inside and outside the organization. When you need someone to take charge, speak up, and make sure your group is heard, look to someone with the strength to influence.</p>	<p><b>RELATIONSHIP BUILDING</b></p> <p>Those who lead through Relationship Building are the essential glue that holds a team together. Without these strengths on a team, in many cases, the group is simply a composite of individuals. In contrast, leaders with exceptional Relationship Building strength have the unique ability to create groups and organizations that are much greater than the sum of their parts.</p>	<p><b>STRATEGIC THINKING</b></p> <p>Leaders with great Strategic Thinking strengths are the ones who keep us all focused on what could be. They are constantly absorbing and analyzing information and helping the team make better decisions. People with strength in this domain continually stretch our thinking for the future.</p>
<p><b>1</b> Responsibility</p> <ul style="list-style-type: none"> <li>- Achiever</li> <li>- Arranger</li> <li>- Belief</li> <li>- Consistency</li> <li>- Deliberative</li> <li>- Discipline</li> <li>- Focus</li> <li>- Restorative</li> </ul>	<ul style="list-style-type: none"> <li>- Activator</li> <li>- Command</li> <li>- Communication</li> <li>- Competition</li> <li>- Maximizer</li> <li>- Self-Assurance</li> <li>- Significance</li> <li>- Woo</li> </ul>	<p><b>2</b> Harmony</p> <p><b>4</b> Relator</p> <ul style="list-style-type: none"> <li>- Adaptability</li> <li>- Connectedness</li> <li>- Developer</li> <li>- Empathy</li> <li>- Includer</li> <li>- Individualization</li> <li>- Positivity</li> </ul>	<p><b>3</b> Input</p> <p><b>5</b> Learner</p> <ul style="list-style-type: none"> <li>- Analytical</li> <li>- Context</li> <li>- Futuristic</li> <li>- Ideation</li> <li>- Intellection</li> <li>- Strategic</li> </ul>

# TEAMS and STRENGTHS

GALLUP® Strengths Center	Executing								Influencing							Relationship Building							Strategic Thinking												
	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Developer	Connectedness	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Analytical	Context	Futuristic	Ideation	Input	Intelligence	Learner	Strategic	
					</																														

# Teams & Strengths



1. Using the “*Teams and Strengths*” handout, create a listing of your team (what you know, believe you know).
2. Discuss how the top strengths of your team allows your Conservation District to achieve success?
3. What are ways we can expand our strengths and build them, so they outweigh other non-strength areas?

# Use Your Strengths: Feedback



Consider an employee you might be having a challenge with now.

- What strengths can you focus upon to provide effective feedback?
- Review the Gallup *“Help Team Members Understand, Appreciate and Use their CliftonStrengths Themes”* handout.



## Help Team Members Understand, Appreciate and Use Their CliftonStrengths® Themes

Use the following questions as an outline for your initial strengths discussion with employees to help you and your team members appreciate their talents and strengths and apply them to their work every day.

### Introduction

"I have some specific questions to ask you so that I can be more effective in supporting and helping you achieve your goals. These questions will help me learn more about your strengths, what you enjoy most about your work, what motivates you and what goals you are focusing on."

Questions to Ask	Manager Reflections
1) Of all the things you do well, what two do you do best?	Does this person's answer match with your observations of their talents?

## Additional Resources to prepare for Performance Reviews

GALLUP®

### Individualize My Approach

Making the most of each team member's top five involves knowing each person's CliftonStrengths themes and considering them in everyday situations. Use these daily situations to learn how to work better with each team member. If you don't have your team members' top five, ask for them, and share yours too.

**Team Member's Top Five CliftonStrengths Themes:** \_\_\_\_\_

1) Based on these top five themes, how could I best communicate with this person?

2) Based on these top five themes, how could I best motivate this person?

3) Based on these top five themes, how could I best support this person's development?



# My STRENGTHSFINDER profile

What's RIGHT about me

Additional Resources to prepare for Performance Reviews

KEY ATTRIBUTES

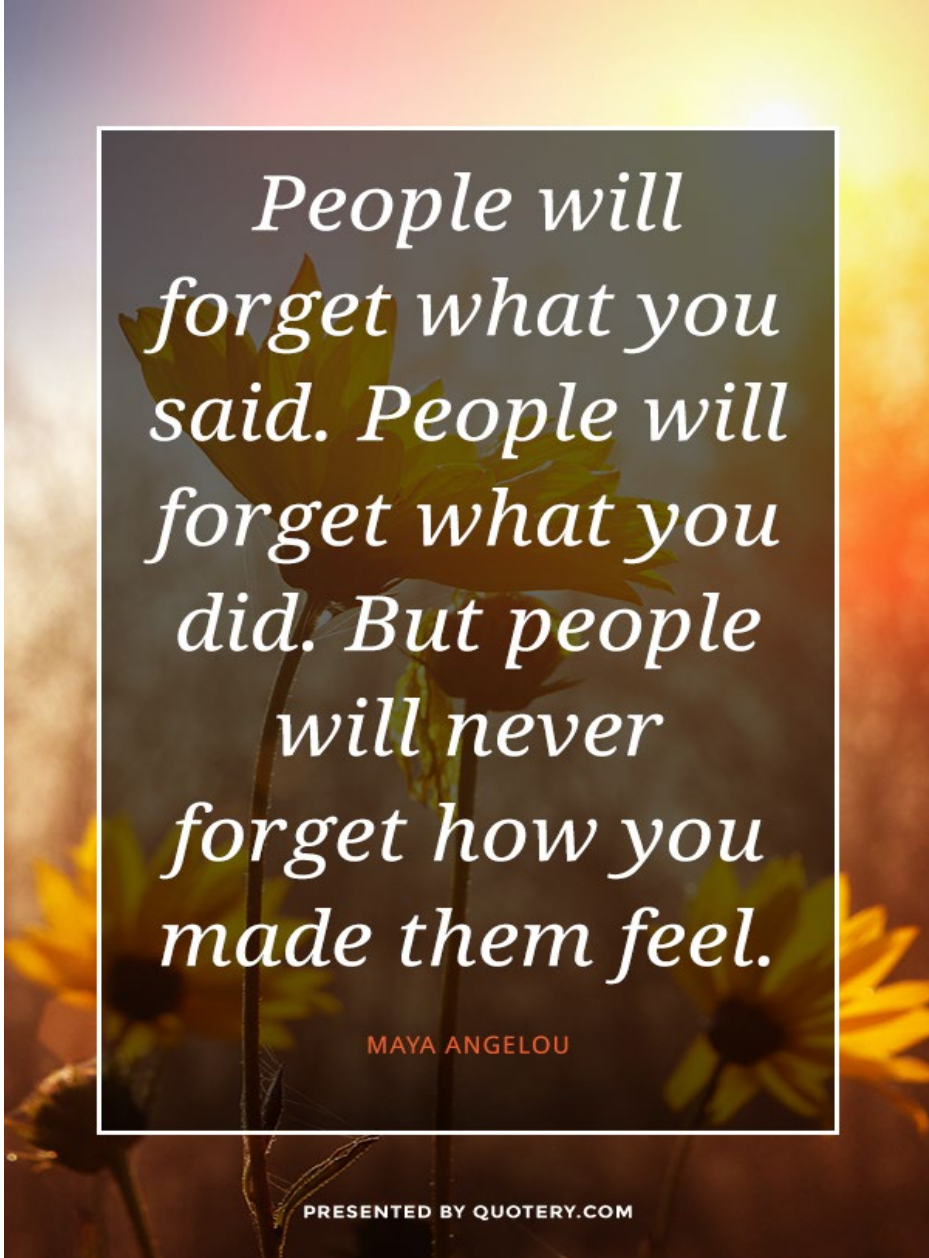
IDEAS for ACTION

<https://hannahsanford.com/blog/90519/strengthsfinder-whats-right-with-me>

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Please  
Remember



*People will  
forget what you  
said. People will  
forget what you  
did. But people  
will never  
forget how you  
made them feel.*

MAYA ANGELOU

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