## Dimensions of a Great Place to Work

<table>
<thead>
<tr>
<th>Dimension</th>
<th>How it plays out in the workplace</th>
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<tbody>
<tr>
<td><strong>Credibility</strong></td>
<td>- Communications are open and accessible</td>
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<td>- Competence in coordinating human and material resources</td>
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<td>- Integrity in carrying out vision with consistency</td>
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<td><strong>Respect</strong></td>
<td>- Support professional development and show appreciation</td>
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<td>- Collaborate with employees in relevant decisions</td>
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<td>- Care for employees as individuals with personal lives</td>
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<td><strong>Fairness</strong></td>
<td>- Equity- balanced treatment for all in terms of rewards</td>
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<td>- Impartiality- absence of favoritism in hiring and promotions</td>
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<td>- Justice- lack of discrimination, process for appeals</td>
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<td><strong>Pride</strong></td>
<td>- In personal job, individual contributions</td>
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<td>- In work produced by one’s team or work group</td>
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<td>- In the organizations products and standing in the community</td>
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<td><strong>Camaraderie</strong></td>
<td>- Ability to be oneself</td>
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<td>- Socially friendly and welcoming atmosphere</td>
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<td>- Sense of “family” or “team”</td>
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### Preparing for and conducting the annual performance review

Good preparation is needed from both the manager and the employee. When preparing for the reviews consider the following information:

- What documents or information should each bring to the conversation? What's new since the last conversation?
- Review the current job/position description—does it accurately reflect the current key responsibilities of the position? If not, make a plan to update as needed. Learn more about job/position descriptions.
- Review any documents from the last performance review.
- Bring notes or documents accumulated during the year—feedback from customers or coworkers, documents showing the employee's achievements, etc.
- What information does each person need to communicate to the other person? What information does each person want to learn?
- What are the employee's successes since the last conversation?
- What obstacles has the employee encountered since the last conversation?
- Is training necessary for the employee to do the work more effectively?
- What are the performance goals and development goals for the coming year? How do these connect to any previous goals set?
• How can the manager assist the employee in achieving these goals?
  What is the right setting, amount of time, etc., for this conversation?
• Make sure both manager and employee have had a chance to prepare and that you
  have allocated sufficient time (at least one hour).
• Meet in a private space where you won’t be interrupted.

Conducting the Review

The most important aspect of a performance review conversation is that it is a conversation.
The purpose of any documents, forms, or other materials is to help guide the conversation.
During the review conversation, the manager and employee should:

• Review any agreed-upon "next steps" or commitments from the most recent
  performance planning and review conversation.
• Review successes since the last conversation, making sure to identify specific results
  achieved.
• Review any obstacles encountered since the last conversation. Why did they arise?
  What are some possible ways to deal with them?
• Be prepared to provide and receive good feedback.
• Set SMART (specific, measureable, achievable, realistic, timely) goals.

The accomplished reviewer:
• Focuses on observable behavior
• Listens well
• Coaches
• Maintains an atmosphere of open honest dialogue
• Documents the review

Other important aspects of Supervision

1. Recognition:

Many supervisors mistakenly think that recognition is just “being nice to people”. This view
misses the point. Recognition is most effective when it is in response to something significant
that someone did. You should avoid using recognition “just to be nice,” for example, or
“because you want employees to like you” or “because you feel guilty.” Instead link recognition
to the performance objectives, values and behaviors that will have the greatest impact on
employees continued success. In this way, recognition becomes a self-fulfilling prophecy in
reinforcing those things you most wanted to happen so that they occur again over and over.
Four types of Praise

- **Personal praise**: Face-to-face thanks and acknowledgement for a job well done
- **Written praise**: written note or formal letter of thanks
- **Electronic praise**: personal thanks and acknowledgement via email or voicemail
- **Public praise**: recognition in front of one or more other people, in a public forum such as a meeting or a broad form of communication such as a newsletter

At first glance these forms of praise might all seem the same, but that is not the case. Each of these dimensions is mutually exclusive and provides a different value and meaning to an employee.

At meetings, allocate some time for recognition of outstanding effort or the sharing of success stories. End meetings on a high note, especially those whose agendas are laden with less than happy line items; it’s a great way to remind employees that even in downtimes there are still good things happening.

2. **Coaching for Success**:

In order to achieve success, leaders need to devote more energy and resources to creating teams and building positive communication with employees. Supervisors need to be leaders and coaches instead of mere authority figures. Use the tips in the following list to help incorporate coaching and mentoring techniques into your management practices:

- **Delegate**: Articulate the results you want to see, set parameters, determine what support the employee needs, and set times to conduct progress reviews along the way.
- **Give Performance Feedback**: State what you observe, be specific and direct, show sincerity, and communicate face-to-face for both positive and negative performance efforts.
- **Motivate employee performance**: Give timely recognition for a job well done and provide favorable assignments that challenge your staff and meet business needs at the same time.
- **Mentor employee growth**: Pass on words of wisdom that guide behavior for success and ask employees for ideas to make improvements and solve problems.
- **Focus employee performance**: Collaboratively set goals with action plans that define the key steps for achieving the goals.
- **Set meaningful goals**: Define the results that need to be achieved and how the goals will be measured.
3. **Motivation:**

Motivation is made up of:

- *Direction*- what a person wants to achieve or what they intend to do - a target
- *Intensity*- how hard a person tries to achieve - effort

**Work Place Motivation:**

- Build self-respect in your employees - positive recognition or reinforcement provides a sense of satisfaction and motivates employees.
- Reinforce the right things.
- Provide immediate feedback.
- Be clear and direct.
- Show respect.
- Lead by example: “Walk the talk”.
- Be fair.
- Identify what motivates each person, it’s different for everyone.