LeadPro



Developmental Imperative Report

Introduction

LeadPro is a simulation suite designed to help leaders self-discover their strengths and development needs. This document - the developmental imperative report - presents the results on various competencies as captured in the simulation and offers practical, on-the-job suggestions to enhance leadership effectiveness and positively impact organisational performance.

Understanding the Competencies

To help you understand what the simulation is capturing, here are the definition of the competencies.

Motivating Employees

Employees need both rewards and consequences to perform well. Motivational rewards come in many different forms, including those that are tangible (e.g., merchandise, time off and money) and intangible (e.g., feeling included, development opportunities and additional responsibilities). Both can be highly effective. However, the least expensive, and often the most appreciated form of motivation, is performance feedback.

Most employees want to be recognized, to be contributing members of a winning team. And to achieve such recognition, they need feedback. Even constructive feedback, when delivered at the right time, with the right intent and in the right manner results in higher motivation and trust.

The drivers/skills of this competency as captured in this simulation are:

Managing Performance

Individuals have different working styles, personalities and therefore different ways of doing the same job. Over a period of time, they develop certain blind spots that become very difficult for them to realize. It is the team's and the manager's responsibility to help them uncover those areas and create an action plan to improve. While annual performance reviews are a good medium to take a look back to understand these, it does very little in making a difference. Regular and continuous feedback conversations help employees hone their skills and perform better while doing their job.

The drivers/skills of this competency as captured in this simulation are:

Appraisal Readiness

To have fruitful conversations during the appraisal process, it is imperative for managers to ensure that the team i.e. managers and the employees enter the conversation with the right frame of mind. This requires regular, timely and effective feedback conversations during the entire year. If the team is 'appraisal ready', the performance review conversation would be seen as just an extension of the previous feedback conversations rather than a surprise for the team members and would help them develop.

The drivers/skills of this competency as captured in this simulation are:

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Developmental Suggestions

A list of customized actions based on your performance on the specific skills underlying the competencies is shared below. Remember, the suggestions listed here are thought starters only; you should identify additional development options that fit your particular situation.

Team member is late for the meeting. Happened a few times in the past as well.

Your Approach:

1. (Sam,Andy,Michelle,Dan): Raise the issue privately in 1:1 conversation and leave a subtle message.

Impact on competency:

Motivating Employees		Medium	
Managing Performance		Medium	
Appraisal Readiness		Medium	

Suggestions:

In general, it is recommended to give negative feedback in private unless its a team issue. While giving the feedback, explain the situation, the behaviour that the team member is displaying and the impact it has on the team's results. While a subtle message might work with some members, a more direct approach works better with most.

High performing team member makes a rare mistake and immediately acknowledges it.

Your Approach:

1. (Sam,Andy,Michelle,Dan): Meet privately,seek permission to give feedback and explain the situation, behaviour and impact.

Impact on competency:

Motivating Employees		Medium	
Managing Performance		Medium	
Appraisal Readiness		Medium	

Suggestions:

Regardless of past performance or how rare the mistake is, it's your job to ensure that the employee understands what the mistake was, why it's important and what can be done to avoid it next time. Otherwise the mistake would reappear. It is best to avoid having this conversation in front of the rest of the team. Tip: Seeking permission to give feedback may make the team member more open to receive it instead of directly launching into observations.

Developmental Suggestions (contd...)

Team member does a routine part of the job.

Your Approach:

1. (Sam,Andy,Michelle,Dan): Meet privately to praise performance. Also indicate how it benefits the team.

Impact on competency:

Motivating Employees		Medium	
Managing Performance		Medium	
Appraisal Readiness		Medium	

Suggestions:

Positive feedback reinforces behaviour. Therefore, doing something that is routine work may not warrant a praise and may, in rare cases, be counter productive if that is treated as a "good standard". If however, the work was demanding, it would help to recognize it.

Another team member is late for the meeting. Happened a few times in the past as well.

Your Approach:

1. (Sam,Andy,Michelle,Dan): Raise the issue privately in 1:1 conversation and leave a subtle message.

Impact on competency:

Motivating Employees		Medium	
Managing Performance		Medium	
Appraisal Readiness		Medium	

Suggestions:

In general, it is recommended to give negative feedback in private unless its a team issue. While giving the feedback, explain the situation, the behaviour that the team member is displaying and the impact it has on the team's results. While a subtle message might work with some members, a more direct approach works better with most. If despite the feedback, the behaviour persists, calling it out in front of the team may be considered.

Developmental Suggestions (contd...)

Team member handles a significant issue exceptionally well.

Your Approach:

1. (Sam,Andy,Michelle,Dan): Congratulate in front of the team and explain the benefit of the her actions for the team.

Impact on competency:

Motivating Employees			High
Managing Performance			High
Appraisal Readiness			High

Suggestions:

When employees go the extra mile, recognizing their effort goes a long way in boosting trust and morale. It is best done in front of the team. While recognizing, it is important to focus on behaviour and the positive impact so that it gets reinforced.

Team member delivers impeccable result but you notice flaws in execution that got overlooked.

Your Approach:

1. (Sam,Andy,Michelle,Dan): Ignore the issue.

Impact on competency:

Motivating Employees	Low		
Managing Performance	Low		
Appraisal Readiness	Low		

Suggestions:

To get consistent results, it is important that managers help the team members improve. So even when the results are favourable, it would help in the long run to help the employee understand what may be done better. A private word focusing on the situation, behaviour and impact with concrete recommendations is the best way to go.

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Developmental Suggestions (contd...)

Team member undermines the purpose of assigned task in front of the colleagues.

Your Approach:

1. (Sam,Andy,Michelle,Dan): Ignore the event.

Impact on competency:

Motivating Employees	Low		
Managing Performance	Low		
Appraisal Readiness	Low		

Suggestions:

While the rule of thumb says -'Criticise in private, praise in public', sometimes exceptions may be required. When the validity of task or a policy is in question, it might be better to address it publicly so that everyone is on the same page. A private word may be good enough to change the opinion of one team member but an inappropriate viewpoint may foster among others. While addressing the issue publicly, it is critical to focus on the issue instead of a particular person.

(Performance Appraisal) Good performance but often misses deadlines. Reason identified - less confidence, tendency to wait and seek guidance leading to slower execution and missed deadlines.

Your Approach:

1. (Sam,Andy,Michelle,Dan): Explain the situation, the impact of member's behaviour and urge the team member to improve their approach.

Impact on competency:

Motivating Employees	Low		
Managing Performance	Low		
Appraisal Readiness	Low		

Suggestions:

To have a fruitful performance appraisal, it is important that the feedback doesn't come up as a surprise. Therefore it is critical to make it a continuous year round process. But sometime, even when one is consistent in giving feedback, appraisals could be challenging because of difference in perspectives. It might be a good idea to be direct without being confrontational, keeping the focus on issues instead of the person. Finally, seek and discuss ideas that may lead to improvement. If required schedule a follow up conversation.

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Developmental Suggestions (contd...)

(Performance Appraisal) Great performance but diligence is often an issue. Reason identified - tendency to avoid/delay cumbersome tasks leading to avoidable mistakes with potential to cause major issues.

Your Approach:

1. (Sam,Andy,Michelle,Dan): Dig into the reasons that impact performance negatively, recall specific instances to support your point and explain how it impacts the team.

Impact on competency:

Motivating Employees		Medium	
Managing Performance	Low		
Appraisal Readiness	Low		

Suggestions:

It may be tempting to look at results alone during review. However, it cannot be at the expense of compromising the drivers of results, in this case, diligence. If faced with resistance, its best to cite specific instances. It helps a lot if there already was a conversation when those events happened. Creating a plan of action leaves the employees with desired expectations that they need to strive for in subsequent months.

(Performance Appraisal) Great performance but lacking in consistency. Reason identified - expert but overconfident, takes higher risks and sometimes overpromises, may result in underwhelming results every once in a while.

Your Approach:

1. (Sam,Andy,Michelle,Dan): Start by ASKING the team member's perspective on his/her performance, proceed to point out shortcomings and areas of improvement.

Impact on competency:

Motivating Employees		Medium	
Managing Performance		Medium	
Appraisal Readiness		Medium	

Suggestions:

An ASK approach works better compared to a TELL approach as it puts the employee in a more receptive frame of mind. Also helps in understanding their perspective better. When the issue is consistency, it is important to dig deep to understand the reason for it. Sometimes, when the explanation is reasonable, it becomes difficult. The best way is to highlight the impact the behaviour has on rest of the team and their results. Finally, seek ideas and create a plan for improvement.

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