

SETTING UP FOR SUCCESS

UHCL Culture

- Who are we?
- Where are we going?
- Communications
- Leadership
- Values

Team Culture

Who are we?

- Where do we fit in the UHCL vision?
- How do we contribute to the success of UHCL?
- What is our mission?
- Office/Team Dynamics
- Dress Code/Hours/Communication
- How does the team function effectively?
- Behavioral norms

Personal Expectations

- How will you support them?
- Frequency of communication
- Quality levels
- Development
- What do they want/need from you?

Job Duties

- Review job description
- Review performance assessment
- Set goals
- Create action plan to achieve goals
- Identify opportunities for development

If I had to rate myself...

Job duties... 1 2 3 4 5

Team Culture... 1 2 3 4 5

UHCL Culture... 1 2 3 4 5

Personal Exp. 1 2 3 4 5

What disagreements or issues have popped up from lack of clarity? Have I made changes to my behavior as a result? (What will I change...?)

FEEDBACK

Feedback for: _____

Date: _____

Why is this feedback opportunity important?

How am I going to use the conversation as an opportunity to re-engage in our mission?

S/T: What was the situation and task/activity at hand?

A/R: What did they do well? What could have been done better? Why does it matter? Did it affect a coworker? An outcome?

A/R: How could it be handled differently in the future?

Effective Performance Conversations

Are never drive-bys.

They are given time and priority. You should know what you want to address in the conversation and what outcome you want to see.

Are honest and clear.

If you have done your prep work, you should be able to focus solely on the good or unacceptable behavior and what should be done differently going forward.

Are about behaviors and results.

Feelings, judgments, personalities, etc. should not be part of the conversation.

Are a part of our everyday work.

These conversations should not be happening once or twice a year. They should happen frequently so that behaviors & incidences are clear in our minds, behavior is addressed or rewarded quickly, and the element of fear is removed or reduced.

Are about both praise and improvement.

Employees shouldn't have to operate under the attitude of "No news is good news." If you want that good behavior to be repeated, they should know it!

Are not punishments.

Performance conversations should be about success – both the employee's and the department's success. It should never be focused on punishment or vindication. They should not have a negative effect on the relationship – strive to maintain respect and esteem.

Can't happen without expectations.

Despite what "psychics" want us to believe, no one can read minds. If you don't tell employees what you expect, the point is moot. There is no meeting/exceeding/failing expectations that were never set.
