teams@work.

EVERYDAY IS BRING YOURSELF TO WORK DAY! Issue 6 | November 18, 2021

JEFF WEINER ON MANAGING COMPASSIONATELY

LinkedIn Learning

FEATURED PODCASTS

Performance Appraisals as Retention Tools

The Measurement Problem: Development Versus Management

Performance is a partnership.

Once-a-year performance conversations focused on feedback or brainstorming new ideas or goals is not a way to build better teams! Feedback, idea generation and goal setting are ongoing processes. Strong, productive relationships between managers and individual contributors benefit from frequent check-ins and coaching conversations. Increasing frequency also minimizes the tension or perceived difficulty of having these conversations. As with adopting any new good habit, practice creates an opportunity for progress!

Even 1% improvement (as a manager or individual contributor) can make a big difference.

Not sure how to start? Set aside 15-20 minutes a week to touch base. That's it! For quarterly check-ins, set aside 30 minutes or more. Communicate in advance the purpose of the meetings so you protect against talking day-to-day business. In general, strive for open and interactive conversations about how things are going. Focus on both strengths and areas for improvement. Collaborate on a forward-looking plan that considers development, workplace needs and goals for the next quarter. These conversations can also highlight the nuts and bolts of how to support each employee as part of the team. Check-ins provide opportunities for each employee to identify and achieve the next level of their performance. Small investments of time at regular intervals, pay big dividends long-term.

TALK ABOUT IT

Becoming a high-performing team takes...teamwork! Consider targeted questions to reinforce success, inspire new directions or kick-start team trust and motivation:

Questions focused on innovation and future-proofing our team

- What can we do—now and in the future—that's out-of-the-box?
- What have we learned since 2020 that we should do into the future?
- If in the past we didn't talk about times when we missed the mark, how will we talk about it now?
- If in the past we didn't talk about ways we're succeeding, how will we talk about it now?

Questions focused on helping one other do our best work

- What can I do to support us doing our best work?
- What do I do that creates a barrier to us doing our best work?

Invite various stakeholders (teammates, campus colleagues, students, internal/external partners) to provide feedback on these two key questions. Take action on what you hear!

PROVIDE FEEDBACK TO TRACK ACHIEVEMENTS AND SUPPORT GROWTH

Whether you're an individual contributor or you manage/lead others, here are a few tips for how and what to track year round, while also focusing on continuous improvement.

Tracking Achievements

- Review what was done and summarize accomplishments
- Recognize good performance including specific acknowledgment of progress toward goals
- Define outcomes and results with measurable data/metrics/analytics when applicable
- Mention strengths exemplified by actions throughout the quarter
- Note special assignments and projects as well as participation in task forces and committees or organizing events
- Highlight education and training being pursued or completed

Future Growth

- Focus on techniques or processes needing improvement
- Identify areas where good performance can be elevated or areas where there may be gaps and opportunities for learning or growth
- Set clear expectations for team members related to collaboration, participation and contribution
- Identify professional development goals, learning resources for career/skill advancement, and growth opportunities
- Set reasonable goals to work toward during the next quarter
- Develop an action plan and/or resources that focus on improvement
- Identify ongoing professional development opportunities like training, conferences, readings or LinkedIn Learning courses
- Create growth opportunities to focus on each quarter, such as:
- Taking part in meetings on specific topics
- Performing duties that expand knowledge and role in the department
- Sharing knowledge or expertise
- Recommend, connect or share your network for coaching or mentoring resources

PageUp

Use the **Page Up "Journal" Feature** on page 10 to keep track of your own achievements. If you're a manager, you can collect kudos you receive about team members and keep notes for feedback you want to share.

LEADERS WITH OPEN WORK STYLES HELP TEAMS THRIVE

Managers and leaders who promote open work styles with and for their teams create opportunities for great things to happen! What does an open work style look like? Key priorities include:

- Strong interpersonal connections with teammates with support to freely share ideas and solutions
- Two-way feedback between people and their managers
- Opportunities to weigh in on decisions

Research conducted by productivity software company, Atlassian, found the most successful teams make decisions in an apolitical way, engage in honest feedback, and take ownership of learning from their mistakes. Likewise, being able to share personal information and feeling respected by teammates are the biggest drivers of emotional health on the job.

TCU HUMAN resources

Have questions or want additional support?

Reach out to us:

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