Driving Better Performance with Better Feedback in 2020
Employees do their **best work** when they...

1. Understand what's expected of them
2. Have a safe space for receiving constructive feedback
3. Feel supported with insights about how they're performing
4. Are recognized for doing great work
A **performance review should never be a surprise.**

Building a Feedback Culture helps meet employee needs in a continuous way to help ensure the best performance results.

Today, we’re going to talk about:

- The value of culture
- The importance of goals
- Empowering success
- Motivating with rewards and recognition
Build a Feedback Culture
Use Mission, Vision, and Values
Use Mission, Vision, and Values

SHIP, SHIPMATE, SELF

We put the success and wellbeing of the company above the individual. We put the success and wellbeing of our colleagues above our own. We are missionaries not mercenaries. We are all company owners and we act like it.

CHOP WOOD, CARRY WATER

The best work is done when we fall in love with the process of becoming great, rather than obsessing over the end result. We recognize that greatness is exhausting, unglamorous, and requires us to harness the power of faithfulness to our process and passion for our craft.

So we work to surrender the outcome and keep persisting after everyone else has gone home and nobody is watching.

CLEAR EYES

We approach our work, colleagues, customers, and ourselves with clarity and honesty. We harness pragmatism as a superpower.

We believe that starting from a place of truth will make us successful and happy in the long run.

WHAT'S NEXT?

We have an insatiable appetite to grow, to improve, and to look for the next horizon.

Whenever we arrive at a destination, we see it as the beginning of a new journey. Our work will never be done.
Making Culture Changes
Creating Psychological Safety

“In Google’s fast-paced, highly demanding environment, our success hinges on the ability to take risks and be vulnerable in front of peers.”

-Paul Santagata
Achievement Drive

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How to Create Psychological Safety

1. Approach conflict as a collaborator, not an adversary.
2. Speak human to human.
3. Anticipate reactions and plan countermoves.
4. Replace blame with curiosity.
5. Ask for feedback on how you delivered the message.
6. Measure psychological safety.
Establish and Communicate Goals
Choosing a **Goal-Setting Framework**

**OKRs vs. SMART Goals**

1. **OKRs** put goals into a framework for a business objective, and is easy to ladder up to company goals. Also easier to put into a cascading system.

2. **SMART Goals** view goals in isolation, but may be better for smaller teams who don’t need as much structure.

Either way, you’ll want to choose one for your company, teams, and employees to rally around and set expectations.
Objectives & Key Results

OKRs are built around two different questions:

- Objective: “Where do I want to go?”
- Key Result: “How will I get there?”

How to write great Objectives:

- Each level of (company, team, and individual) - 3–5 objectives
- Give an achievable, finite endpoint (expand to China) rather than an ongoing task.
- Push beyond what seems possible and should feel a tad uncomfortable.

How to write great Key results:

- Set roughly 3 key results per objective
- Are measurable (“open 10 stores in China” rather than “expand to China”)
- Are actionable steps that need to be completed to achieve an objective.
- Describe outcomes rather than activities.
Creating Your OKR Cycle

Create a cycle for goal-setting:
- Management team identifies the 3-5 core company objectives
- Meeting with teams/dept heads to start rolling out company OKRs
- All-hands rollout of OKRs to the entire company
- Managers help ICs kick off the individual OKR writing process
- Managers monitor individual OKRs

Choose an alignment that works best for your organization:
- **Strict** - Objectives are defined by the Key Results of the previous level of the organization
- **Directional** - Objectives are directionally aligned with the higher level goals
Keep the Drum **Beating**

Identify your organization’s “bass drums” and use them to keep the beat.

- Front-line managers
- HR team
- Senior leadership
- Team members
Empower Success
Healthy Accountability

“Give the pen back” approach
Inspired by *Influencer: The Power to Change Anything* by Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler

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<td>Identify burning platform</td>
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The Importance of a Feedback Culture

Feedback should be continuous and ongoing to help keep managers, teams, and individuals on track to performance success. Think of feedback channels like monitoring health between big checkups.

- **1:1s** - The most-important meeting of the week.
  - Always a two-way conversation
  - Review OKR progress and adjust work as needed.
- **Requesting Feedback** - Managers and Employees should ask for 360-feedback.
- **Praise** - Managers should provide praise at key moments like team, project, and individual wins.
- **Reviews** - The big checkup. Did you meet or exceed expectations?
Reward and Recognition
The Importance of Praise

Recognition boosts moral, improves retention and happiness, and improves productivity and performance.

Key moments when managers should give praise:

- When they get hired and when they're onboarding
- When they get promoted
- When they go out of their comfort zone
- After a big launch that they helmed
- When they go above and beyond expectations
- When they have an anniversary/milestone at the company
- When they are trying something new and risky in front of a lot of people
The Progress Principle

“Of all the things that can boost emotions, motivation, and perceptions during a workday, the single most important is making progress in meaningful work.”

- Teresa Amabile
Measure Progress

- Break down large projects
- Set daily quotas
- Reflect in progress journal
- Track progress visually
Build open feedback and high-performance into your core values and culture.

Create psychological safety for your teams.

OKRs are the expectations you set for company, team, and individual success.

“Give the pen back” by helping your people identify issues and plan solutions.

Continuous and ongoing feedback channels help keep managers, teams, and individuals on track to performance success.

Recognition boosts morale, improves retention and happiness, and improves productivity and performance.

Use the progress principle to foster momentum.
Questions?
Thank you!

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