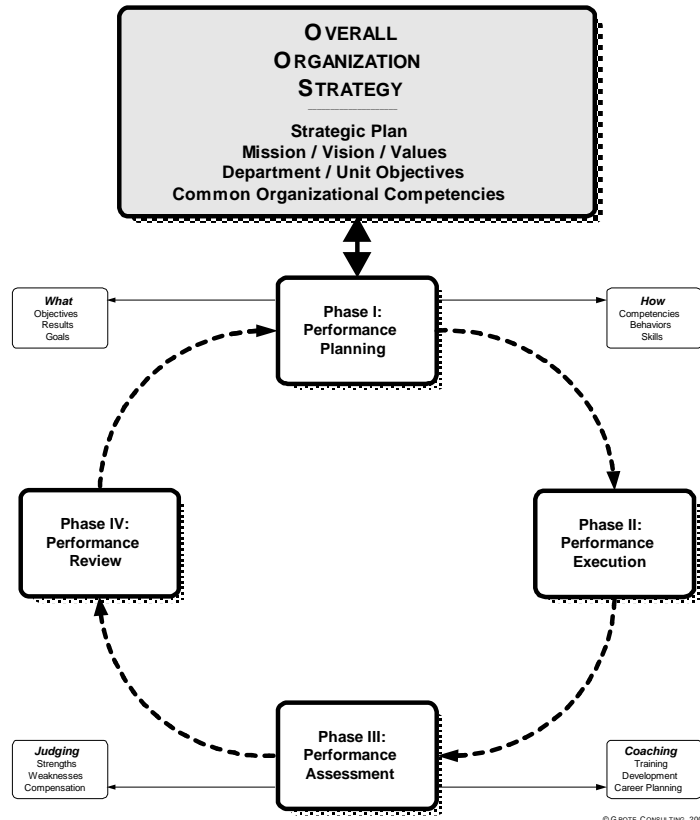


Strategy-Based Performance Management



STATE OF WASHINGTON
PUBLIC SECTOR PERFORMANCE CONFERENCE 2004

“Creating Performance Expectations
(or, The Art of Getting Your Own Sweet Way)”

By
Dick Grote

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KEY JOB RESPONSIBILITIES ("Big Rocks") Example

MATHEMATICIAN	
"Big Rocks"	Measures / Examples of Fully Successful Performance
Develop numerical algorithms	Senior Director's judgment that: Rates of convergence are better than those known or in the literature Operation counts are better than those known or in the literature Both scientist and colleagues are able to demonstrate that algorithm: Is able to solve the problem on projected computing architecture Is able to run on lower level computing architecture or bigger problems on the same architecture Can be programmed and mathematically analyzed Is able to handle all possible regimes Can be moved between serial and parallel architectures easily and does not assume machine-specific features
Create techniques for analyzing algorithms	Senior Director's satisfaction that: Previously unanalyzable algorithms are now capable of being analyzed Analysis results are worth the effort required Target users can understand the technical jargon of the explanation
Develop efficient and usable software	End user judgment of: 10% to 50% efficient hardware utilization (parallel) 50% to 80% efficient hardware utilization (vector) Turnaround matches end user expectations <5% of time spent debugging after release to remote black-box end user compared to time spent developing the software Software can be modified easily by end users Complete work package is delivered within the funding cycle
Develop, maintain and enhance productive collaborations with universities and corporations	Senior Director is satisfied that: Both parties split the work evenly with useful knowledge learned from each other For appropriate collaborations, funding is obtained for projects which could not be funded alone. Manager can see technology changes as documented in published papers



KEY JOB RESPONSIBILITIES ("BIG ROCKS") EXAMPLE

REGISTERED NURSE	
"Big Rocks"	Measures / Examples of Fully Successful Performance
Provide patient care	<p>No patient falls.</p> <p>Medication dosages are proper; alert to responses to medication based on patient condition and age.</p> <p>No medication errors during the course of year.</p> <p>Rapid patient admission and assessment.</p> <p>No transmission of pathogens.</p> <p>Patient care follows plan of care (CPM Guidelines & Assessment Policies).</p>
Assess patients	<p>Assessment for signs and symptoms of abuse or neglect are performed and documented; reporting procedures are followed.</p> <p>Age-specific nutritional assessment is performed and documented and referrals made as necessary.</p> <p>Documentation of assessment complies with time stated in the policies.</p> <p>Cultural and religious beliefs are assessed and considered in plan and delivery of care.</p> <p>Physician, manager or center resource person are satisfied that:</p> <ul style="list-style-type: none"> q All patients are accurately and thoroughly assessed as per policy. q Appropriate actions are taken upon changes in patient status. q Changes are identified and assessed before a crisis occurs.
Educate patients and families	<p>Patient and family are aware of patient diagnosis, medications, and treatments they must administer.</p> <p>RN receives unsolicited compliments from patient or family.</p> <p>Provisions are made for those who do not speak or read English.</p>
Coordinate ancillary services	<p>Checks emails each shift.</p> <p>Utilized by other departments or staff as a resource.</p> <p>Communication with other care providers is timely, accurate and complete</p>
Assure patient satisfaction	<p>No justified complaints from patients or family.</p> <p>When asked, patients and family say:</p> <ul style="list-style-type: none"> q The nurse introduced herself, explained all tests and procedures, and kept me informed about what was going on. q The nurse understands how I feel. q I received my pain medication quickly. q The nurse respected my privacy and confidentiality.
Assure physician satisfaction	<p>No justified physician complaints</p> <p>When asked, physicians say that the nurse:</p> <ul style="list-style-type: none"> q Called me only when appropriate q Had all information I needed when asked.



KEY JOB RESPONSIBILITIES ("Big Rocks") Example

ADMINISTRATIVE ASSISTANT / SECRETARY	
"Big Rocks"	Measures / Examples of Fully Successful Performance



KEY JOB RESPONSIBILITIES ("Big Rocks") Example

ADMINISTRATIVE ASSISTANT / SECRETARY	
"Big Rocks"	Measures / Examples of Fully Successful Performance
Prepare documents	
Handle copies and faxes	
Manage the mail	
Make travel arrangements	
Greet visitors to the office	
Manage information	



KEY JOB RESPONSIBILITIES ("Big Rocks") Example

ADMINISTRATIVE ASSISTANT / SECRETARY	
"Big Rocks"	Measures / Examples of Fully Successful Performance
Prepare documents	<p>Documents returned for changes due to typographical error no more than four times/month</p> <p>Document not completed by deadline no more than 3 times a month</p> <p>No critical document not completed by deadline when manager labels document as critical and secretary accepts deadline</p> <p>Obvious grammatical/syntactical/spelling/punctuation errors in original corrected by secretary and explained to document generator</p>
Handle copies and faxes	<p>Rare complaints regarding timeliness of photocopying</p> <p>Fax paper and copier toner or paper regularly in stock</p> <p>All faxes sent within one hour of receipt unless fax generator notified</p>
Manage the mail	<p>Supervisor satisfied that important mail is highlighted and mail correctly grouped by importance</p> <p>Junk (bulk) mail discarded unless seminar announcements or catalogues</p> <p>Mail processed and distributed within 45 minutes of receipt</p>
Make travel arrangements	<p>Survey of travelers serviced produces the following report:</p> <ul style="list-style-type: none"> q Arrangements match what was requested (hotel, seating, car rental, preferred carrier, etc.) q Reservations for hotels and cars exist and are provided in advance q Expense reports are complete, audited and error-free
Greet visitors to the office	<p>Two unsolicited comments per month on secretary's graciousness</p> <p>Each visitor offered refreshments appropriate to time of day</p> <p>Secretary immediately stops work when stranger (outsider or company employee) enters the reception area</p>
Manage information	<p>No more than one internal complaint per month about employees not getting required information when secretary is data source</p> <p>Makes good judgments (as evaluated by the absence of complaints) about what information should be communicated by telephone, handwritten note, interoffice typed memo, email, or hand-delivered sealed document</p>



Key Job Responsibilities Worksheet: YOUR JOB

In this activity, you'll do two things. First, you will identify the key job elements — the “big rocks” — for your job using the lists on the previous pages as examples. Second, for each one, you will identify measures of performance for your job — examples of FULLY SUCCESSFUL performance.

YOUR JOB TITLE: _____	
“Big Rocks”	Measures / Examples of Fully Successful Performance



Key Job Responsibilities Worksheet: APPRAISEE'S JOB

Now that you have identified the key job responsibilities and determined some examples of "Fully Successful" performance for your job, you will use this page to do the same thing for the job of one of the people whose performance you appraise.

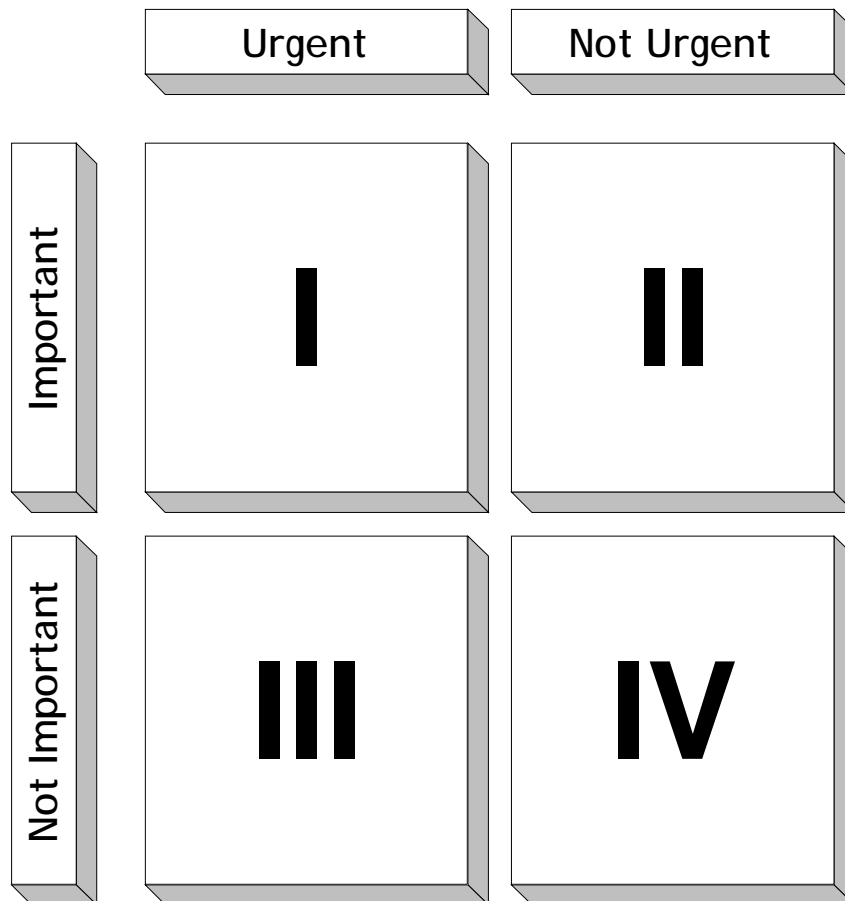
JOB TITLE: _____	
"Big Rocks"	Measures / Examples of Fully Successful Performance

Role Identification Worksheet

Work:

Non-Work:

The Priority Grid



Source: Stephen Covey,
The Seven Habits of Highly Effective People

Roles and Goals

Role: _____

Goal: _____

Role: _____

Goal: _____

Role: _____

Goal: _____



About Dick Grote

Dick Grote is one of America's most successful and best-known authors, consultants, and speakers. He specializes in leadership, performance management, and building organizational excellence.

Trained as an industrial engineer, he joined General Electric after college and graduated from GE's acclaimed Manufacturing Management Training Program.

Dick spent a total of fifteen years with General Electric, United Air Lines and PepsiCo, the last five as Frito-Lay's corporate director of training and development. There he developed the innovative "Discipline Without Punishment" performance management system, the unique approach that solves people problems with dignity and grace.

On August 1, 1977 he left Frito-Lay to become a corporate consultant. He created Performance Systems Corporation and built it to a multi-million dollar firm employing over a dozen consultants.

Ten years to the day that he started Performance Systems — July 31, 1987 — he sold the firm. For the next two and a half years he traveled extensively, lived on a houseboat in Kashmir, earned a Master's degree in Renaissance Art from SMU, and took groups of young junior-high and high school musicians on concert tours of Moscow, St. Petersburg, Riga, Latvia, and Prague.

On January 1, 1990 he returned to consulting, creating Grote Consulting Corporation. His clients include some of the largest and most prestigious organizations, public and private, in North America, Western Europe, and Southeast Asia.

Dick's articles and essays have appeared in the *Harvard Business Review*, *The Wall Street Journal*, *Across the Board*, and over two dozen other business and HR magazines and journals. For five years he was a commentator on life in the workplace for National Public Radio's "Morning Edition" program. For over 20 years he was adjunct professor of management at the University of Dallas Graduate School.

Dick Grote has been interviewed about his work by *Fortune*, *Psychology Today*, *Time*, and *Business Week* magazines. In October 2001, interviews with Dick Grote appeared in both the *Wall Street Journal* and the *Harvard Business Review*.

A platform master, Dick Grote speaks regularly at large human resources and general management conferences. In 2000 and 2001 he was a featured speaker at both the SHRM and Linkage National Conferences. He delivered the closing general session addresses for both the *Governing* magazine and the International Personnel Management Association national conferences. He was the closing speaker for The Conference Board's annual HR Conferences in New York (2001), Mexico City (2002), and Vancouver, BC (2003).

His recent books, *Discipline Without Punishment* and *The Complete Guide to Performance Appraisal* were published by the American Management Association. They were both major book club selections and have been published in Chinese and Arabic. Paramount Pictures bought the movie rights to *Discipline Without Punishment* and produced the award-winning video series, RESPECT AND RESPONSIBILITY.

His latest book, *The Performance Appraisal Question and Answer Book*, was published by AMACOM Books in May, 2002. His next book, *Forced Ranking: Getting the Truth into Performance Management*, will be published by the Harvard Business School Press in April, 2005.

In 1999 he served as subject-matter-expert for the national benchmarking study of best practices in performance management sponsored by the American Productivity and Quality Center, Linkage Inc., and DDI.

Dick Grote is the developer of GROTEAPPROACH, the web-based performance appraisal system that incorporates all best practices.

Gen. Kenneth Minihan, Director of the National Security Agency, awarded Dick a medal for his work in creating NSA's performance management system. (He sent the medal home to mom.)

In college he was a member of Colgate University's retired undefeated GE College Quiz Bowl Team. At 60 he still competes regularly in 5K and 10K races (occasionally bringing home a third-place trophy).

In 2002, *Workforce* magazine published a list of the eighty people, events and trends that have shaped human resources in the past century. Dick Grote's work in the evolution of performance appraisal came in at number 19 (ahead of war and the rise of teams but well behind Peter Drucker and the personal computer).

Dick Grote's biography has been included in *Who's Who in America* every year since 1979.