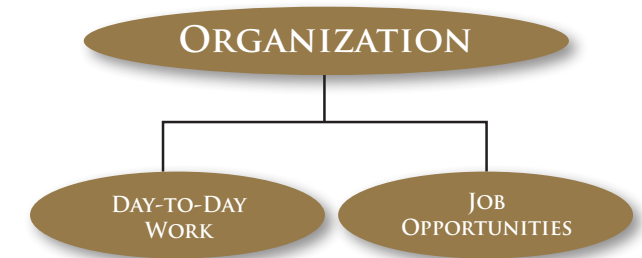
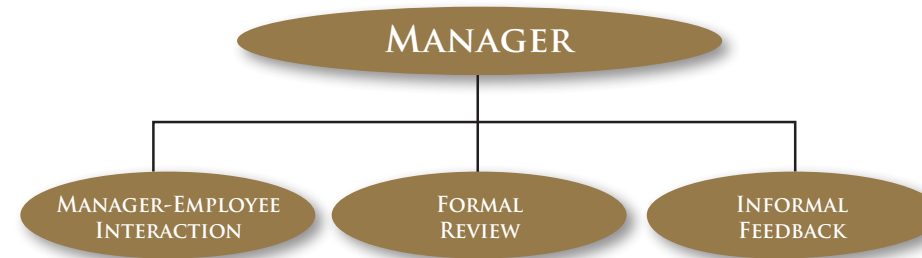
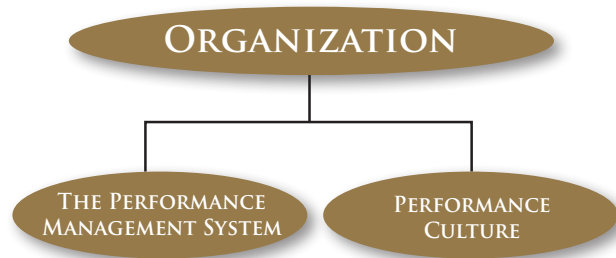


# BUILDING THE HIGH-PERFORMANCE WORKFORCE



- Ensure employee understanding of performance standards.
- Create performance standards that are perceived as fair and linked to organizational success and strategy.
- Provide feedback to employees from multiple sources (e.g. 360-degree reviews).
- Understanding, connection and fairness are more important than system design and structure.

- Encourage, yet manage risk taking.
- Institutionalize the free flow of information, innovation, openness, and flexibility.
- Differentially treating strong and weak performers is vital, but its ultimate impact on employee performance is limited.

- Managers must help employees find tangible, immediate solutions to specific work challenges in order to improve the performance of their employees.
- Managers must provide needed information, resources and technology.
- Managers can be “performance killers” as well by providing employees with unclear or inconsistent expectations.

- Managers must emphasize the positive during formal reviews.
- Discussion of performance weaknesses must be clearly focused on specific suggestions for improvement or development; if not, emphasizing weaknesses can dramatically decrease performance.
- Review should also include a discussion of the employee’s long-term career in the organization

- Fair and accurate informal feedback on performance from a knowledgeable source is the single most effective performance management lever available to the organization.
- Feedback should be voluntary, detailed, immediate and positive.

- Carefully match employees to jobs: employees who understand and enjoy their work significantly outperform those who do not.
- Take time to explain the big picture: employees will perform better if they understand how their work contributes to organizational strategy and success.
- The promise of promotions and financial rewards drives employee performance, but the impact is smaller than the employee’s personal connection to their work.

- Provide employees with highly visible opportunities that leverage their strengths.
- Training should be functionally relevant and job specific. General skills training is much less effective.