Making the most of performance evaluations

What's in it for me?
AGENDA

♦ Tips for engaging in the evaluation process
♦ Giving and receiving feedback
♦ Team engagement
♦ Thinking GOALS
Logistics

- I will stop at the end of each section for questions and for comments – Please refrain from using chat until those times

- Closed captioning is turned on – to turn off -> Live Transcript -> Hide Subtitle

- The session is not being recorded

- Takeaway
1. **Tips for Engaging in the Evaluation Process**

What's in it for me? - 2022
Before Meeting
ENGAGE IN SELF-ASSESSMENT

What?
So What?
Now What?

Self Reflection Model

Advocated by Terry Borton in 1970 and later adapted by John Driscoll
What?

✧ Relay goals accomplished (or not), new endeavors, milestones, numbers/statistics, changes implemented, etc. – don’t attach judgment just relay
✧ Provide specific examples.
✧ Think about who else was involved.
✧ Review quarterly check-ins for staff and Annual Activity Report for faculty (many of us have devised some method of keeping track).
So what?

♦ What was significant to me and why?
♦ What did I learn?
♦ How have I changed or grown because these efforts?
♦ What was the impact (on patrons, team members, colleagues outside the Libraries, the profession, and/or my team)?
♦ If others were involved, how did they feel about the results/endeavors?
♦ In the case of efforts that weren’t as successful as I had hoped, what happened? What was the impact?
Now what?

❖ How can I apply these endeavors/accomplishments more broadly?
❖ How can I apply my learning to other contexts?
❖ In the case of efforts that weren’t as successful as you had hoped, what could you change to make them more impactful/successful? What will you do differently in the future?
❖ What are my goals for the coming period? Do and/or how do they tie in with my learning over the past year?
Self Assessment
During Meeting
START ON A POSITIVE NOTE

- I’m looking forward to this conversation
- I want to understand
  - how you’re thinking about my work this past year
  - where the department is headed
- what I’ll be working on

What’s in it for me? - 2022
Focus on clarity – Receiving feedback

- Ask a ton of questions
- Understand what your supervisor is saying
- If the feedback is vague like “You have great customer service skills” ask “What specifically do you feel I do well? How could I improve?”
- Let go of defensiveness - seriously
IF YOU NEED A BREAK – ASK FOR IT

🔹 Your supervisor says something you think is wrong or unfair
🔹 You feel defensive – like crying or snapping
🔹 Request a break – regain your calm – think about what set you off and return to the conversation – ask specific questions
🔹 You may say something that will damage your relationship or reputation
AFTER MEETING
UNPACK THE FEEDBACK

♦ Remaining questions?

♦ Ask a friend or mentor you trust to help you sort through the comments – give some perspective.

♦ Ask, what might be right about this feedback? – provides an honest mirror – helps you see things you can’t see yourself.
1. TIPS FOR ENGAGING IN THE EVALUATION PROCESS

Questions?
2. GIVING AND RECEIVING FEEDBACK
GIVING AND RECEIVING FEEDBACK

TEDTalk by Dr. LeeAnn Renninger a cognitive psychologist and the founder of LifeLabs Learning
GIVING AND RECEIVING FEEDBACK

1. The Micro-Yes
Begin with a short but important question to let the brain know feedback is coming and creates buy-in.
Ex: “I have some ideas of how to improve the process. Can I share them with you?”

2. Give Data Point
Be specific about what you saw or heard with only objective words.
Don’t use blur words like ‘unproductive’ or ‘great work’.
GIVING AND RECEIVING FEEDBACK

3. Impact statement
Be specific about the impact of the behavior (good or bad).
Gives a sense of meaning and logic between the behavior and the impact.

4. Finish with a question
Recognize these are your thoughts and ask for the other person’s thoughts.
Creates dialogue and increases commitment. Becomes a joint problem-solving situation.
Giving and receiving feedback

PULL feedback
Ask for feedback frequently

Establishes you as a continual learner and puts the power in your hands.
2. Giving and receiving feedback

Questions?
3. Team engagement
Tools for Team Engagement

◇ BCC 020 – Now Hear This: Listening, Comprehending, Communicating
◇ GET 240 – Inclusive Leadership
◇ SCS060 – Relationship Strategies
◇ TRV020 – Emotional Intelligence
◇ A diversity and inclusion Certificate Program:

What's in it for me? - 2022
Tools for team engagement

◊ Reading the Mind in the Eyes test – social intelligence test

http://socialintelligence.labinthewild.org/mite/

“The ability to read the emotions of others is linked to "social intelligence" which, in turn, is linked to performance on team-based problem-solving tasks.”
Tools for team engagement

- Project Implicit now has four tests you can take to better understand your implicit biases –

https://implicit.harvard.edu/implicit/index.jsp

“Automatic reactions we have towards other people that can negatively impact our understanding, actions, and decision-making.”
3. TEAM ENGAGEMENT

Questions?
4. THINKING GOALS
a goal without a plan is just a wish
TWO TYPES OF GOALS

Performance
What you are working to accomplish.

Development
Areas you want to develop in order to grow in your job and/or career.
**Performance Goal - Examples**

- Update procedures for scanning 3-D objects with the new equipment by July 1.
- Train new colleague on the service desk in their first two weeks on the job.
Development Goal - Examples

- Attend one supervisory training every other month - focus on communication and team building.

- Increase my effectiveness in using Excel spreadsheets including pivot tables and linking several spreadsheets.
Tips

diamond Don’t wait for your supervisor to suggest writing goals. Write 2 – 3 goals.
diamond Understand how they relate to the goals of the department/how they’ll be accomplished/impact.
diamond Discuss each goal with supervisor – be flexible.
Ask yourself

- What results will I produce?
- What will be different in my department or the Libraries?
- What will I do and when will I do it?
- How will I know I’ve made progress?
SMART GOALS

STRATEGIC & SPECIFIC
MEASURABLE
ATTAINABLE
RELEVANT
TIMELY

What’s in it for me? - 2022
SMART GOAL - EXAMPLE

Collaborate with other circulation supervisors to design an online training guide for student assistants

[to improve the time it takes to train them and make it more consistent throughout the Libraries]

- The guide should include links to key documents and other resources.
- And should be available for Fall 2019 incoming student assistants.
4. THINKING GOALS

Questions?
**Takeaway?**

something you want to try or that you will takeaway with you and try to implement this year
THANKS!

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