Benefits of Performance and Development Conversations
(Developed from Corporate Leadership Council Research on team member engagement)

1. Providing fair and accurate performance feedback. **FAST** – Frequent, Actionable, Specific and Timely, can improve a team member’s performance by up to 39%.

2. By focusing on a team member’s strengths in PDP conversations, it can improve their performance by up to 36%.

3. Increasing a team member’s knowledge and understanding of the standards by which they will be assessed results in a possible 36% improvement in their performance.

4. Demonstrating and communicating organisational values can improve team member discretionary effort by 12%.

5. Demonstrating how a team member’s work links to organisational strategy can improve their discretionary effort by almost 33% and their intent to stay by over 36%. Communicating how a team member’s hard work will translate into success for the broader organisation can improve their discretionary effort by over 30% and their intent to stay by 34%.

**TIPS for giving feedback** – reinforcing behaviour and performance
Managers need to deliver valuable and constructive feedback in a way that employees can understand and accept willingly. Reinforcement and redirection are two types of feedback that are effective in the workplace. Provide feedback on a regular basis about the employee’s performance.

- **Reinforcement** - Identifies job-related behaviours and performance that contribute to individual, group and organisational goals and encourages the employee to repeat and develop.

- **Be descriptive of the behaviour you wish to reinforce**, e.g. “Thank you for reorganising the filing system. Organising the files by dates makes them much easier to find and I especially like the way you put the frequently used files on the bottom where I can reach them.”

- **Explain the behaviour’s positive impact on the team/ unit/ organisation** e.g. “I know that with so many people away sick this month, it took extra effort for you to get the financial report completed on time. Thanks to your effort, management had the information they needed to make some important decisions and as a result we were able to demonstrate cost savings.”

- **Help the employee take credit for his/her success** e.g. “I realise the entire team was involved in making the orientation day a success, but I especially want to thank you for all your work organising the agenda. Thanks to you, all of the presenters were well briefed and the key topics that participants”
### TIPS for giving feedback – redirecting behaviour and performance

**Re-direction** – Identifies job-related behaviours and performance that do not contribute to individual, group and organisational goals and helps the team ember develop alternative strategies

- ✓ Describe the behaviour or performance you want to redirect e.g. “Lisa I noticed that you were late two days this week and four days last week. You were also late 6 times last month”
- ✓ Listen (and observe) the reaction of the team member and give them a chance to respond in order to provide context for the behaviour
- ✓ Clarify your expectations of the team member’s behaviour or performance and explain the actions negative effect
- ✓ Help the team member acknowledge the behaviour or performance that needs to be redirected and help them take responsibility for addressing it
- ✓ Develop strategies/ actions that will help the team member adjust his or her actions