

Crafting a Highly Successful Manager Evaluation Experience

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Purpose

Help the manager and the board work **together** to build a better business, a better cooperative.



You Are a Victim of Bias

- Bias is simply human nature.
 - What percent of the housework do you do?
 - Do you see Halos or Horns?
- We tend to self-validate our perceptions.
 - Race-track study
- Blind spot bias
 - We often don't see our own flaws.
 - Someone who mirrors you in character, appearance, or skills may receive a halo.



Why Do Appraisals Fail?

1. "Performance" is not clearly defined.
2. Ratings are not clearly defined.
3. It is not known how to discuss performance in a face-to-face interview.



An Appraisal Quiz

- Did you have a face-to-face discussion?
- Did **both** parties prepare for the appraisal?
- Have you defined what should be appraised?
- Have you decided how to measure performance?
- Is your appraisal form easily understood?
- Does the appraisal take place **throughout** the year?
- Do you follow-up after the appraisal?
- Are you a victim of bias?



Preparation

- **Board Preparation**
 - Understand the manager's job
 - Observe performance many times during the appraisal period
 - Keep records on performance and feedback
- **Manager Preparation**
 - Study agenda provided by board
 - Prepare answers for discussion questions provided by board



The Interview

- Proper climate
 - Private, neutral location
 - Friendly, informal atmosphere
- Take time for a thorough interview with **no** interruptions
- Start with strengths, give **praise** where due
- No surprises! (if you have been giving proper feedback)
- Bad news is just negative feedback
- Have a two-way conversation
- Set personal **goals** and a joint plan of action



Follow-Up

- Immediately record everything that was discussed and decided.
- Give a copy to the manager.
- Evaluate your appraisal performance:
 - Were you completely honest?
 - Did you concentrate on behaviors and not personality?
 - Were you biased in any way?
 - How will you motivate and reward the Manager for improved performance?
- Provide timely **feedback** and visible praise.



Summary

- You Are a Victim of Bias
- Why Do Appraisals Fail?
- An Appraisal Quiz
- The Process
 - Preparation
 - The Interview
 - Follow-Up

