Performance Feedback

Angela Fante, PE, SECB, LEED AP
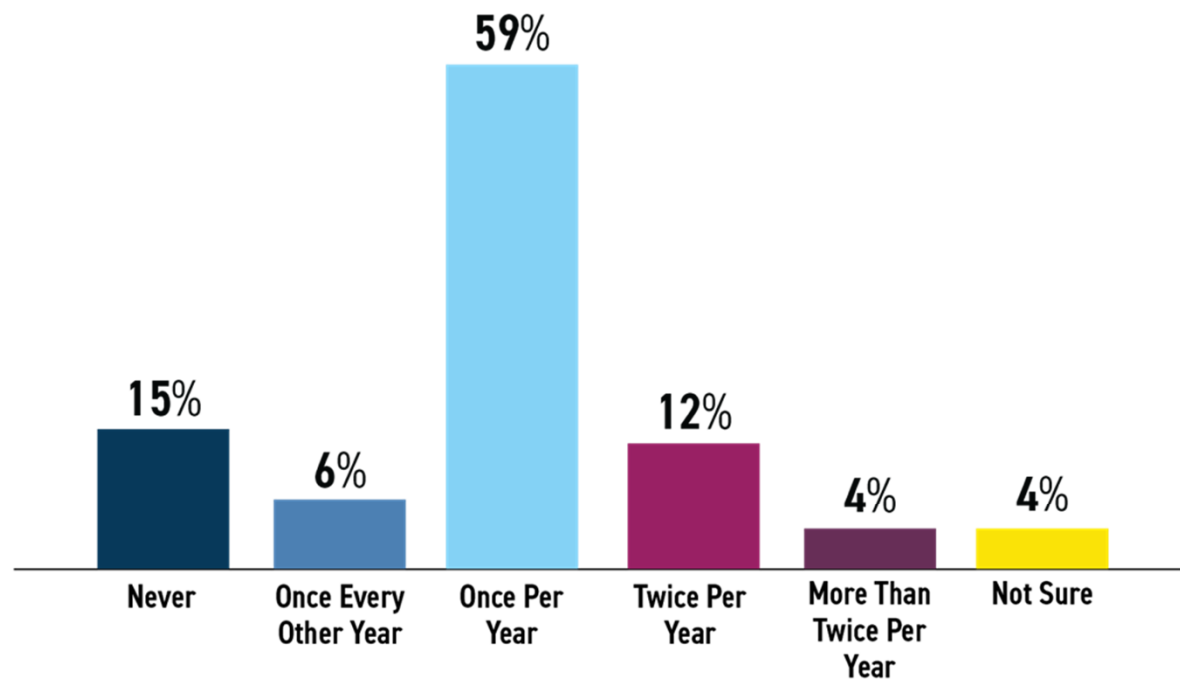
Principal, Chief Structural Engineer

Ballinger

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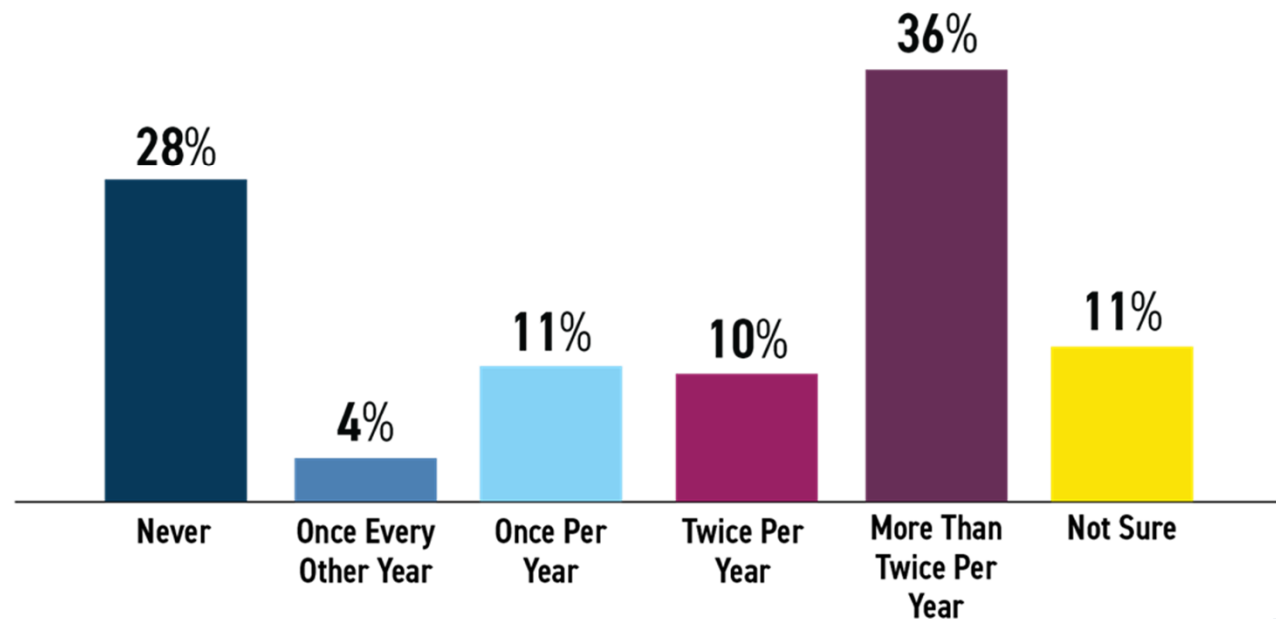
Performance Feedback

"HOW FREQUENTLY DO YOU RECEIVE FORMAL, SCHEDULED FEEDBACK ON YOUR PERFORMANCE?"

Never — 15%
Once Every Other Year — 6%
Once Per Year — 59%
Twice Per Year — 12%
More Than Twice Per Year — 4%
Not Sure — 4%

Performance Feedback

"HOW OFTEN DO YOU RECEIVE UNSCHEDULED, INFORMAL CHECK-INS ON YOUR PERFORMANCE?"

Never	Once Every Other Year	Once Per Year	Twice Per Year	More Than Twice Per Year	Not Sure
28%	4%	11%	10%	36%	11%

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Performance Feedback

"I AM SATISFIED WITH THE NUMBER OF REVIEWS (FORMAL AND INFORMAL) THAT I HAVE
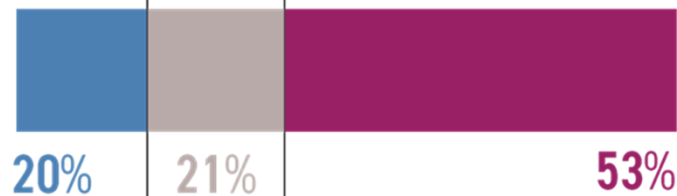WITH MY SUPERIORS TO DISCUSS MY CAREER."

DISAGREE
22%

NEUTRAL

AGREE
54%

22%   20%   54%

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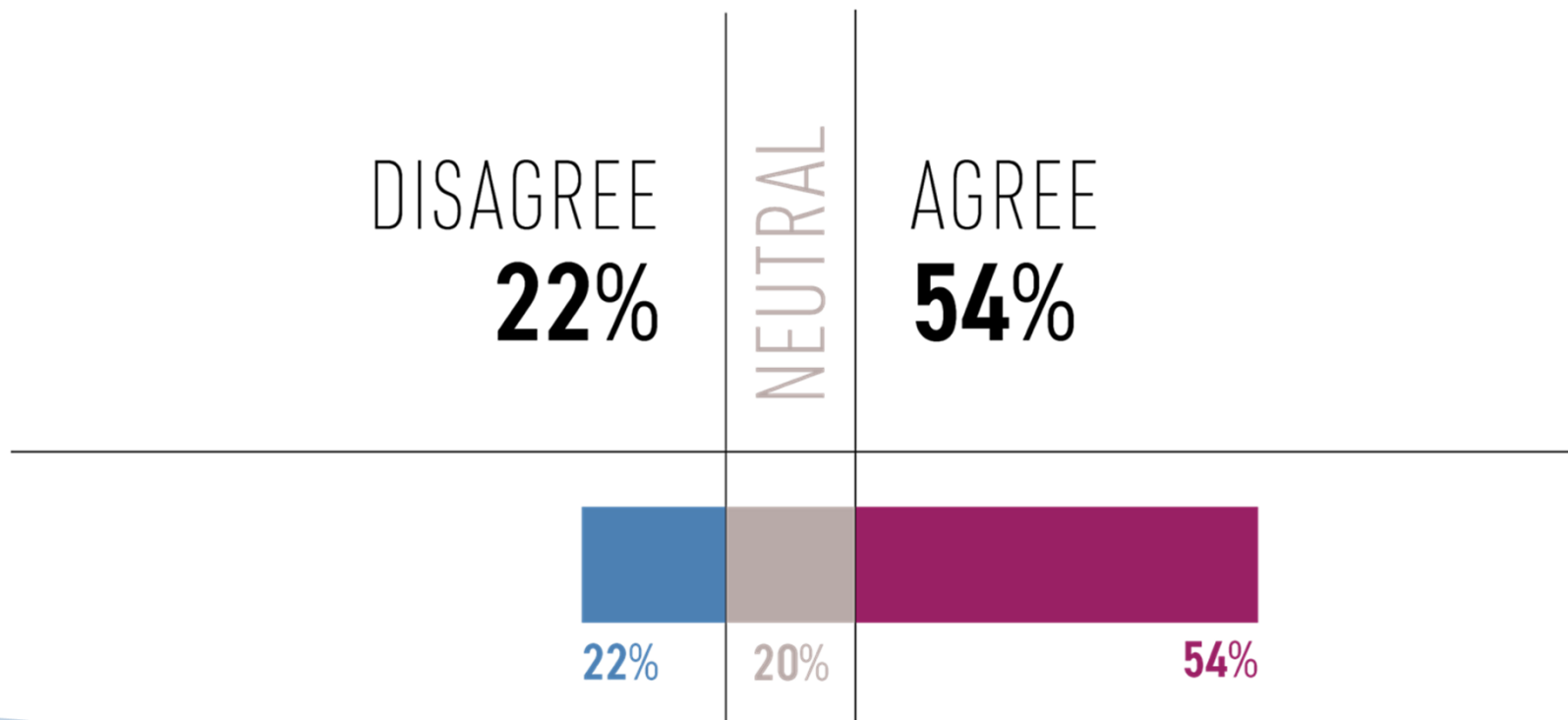
Performance Feedback

"I AM SATISFIED WITH THE CONTENT OF THE FEEDBACK I RECEIVE DURING MY REVIEW."

DISAGREE
20%

NEUTRAL

AGREE
53%

20%   21%   53%

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Performance Feedback

"I FEEL COMFORTABLE APPROACHING MY FIRM'S LEADERSHIP TO DISCUSS CAREER ADVANCEMENT."

DISAGREE
13%

NEUTRAL

AGREE
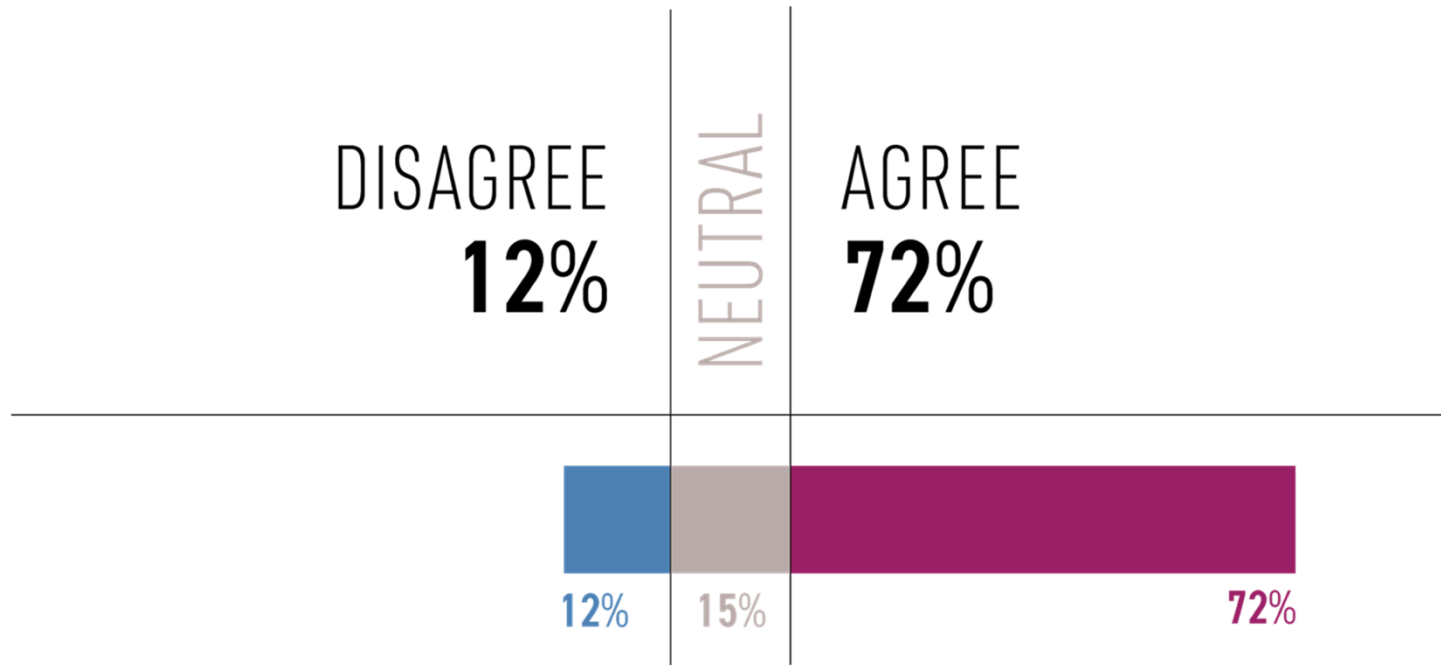**68%**

13% | 15% | 68%

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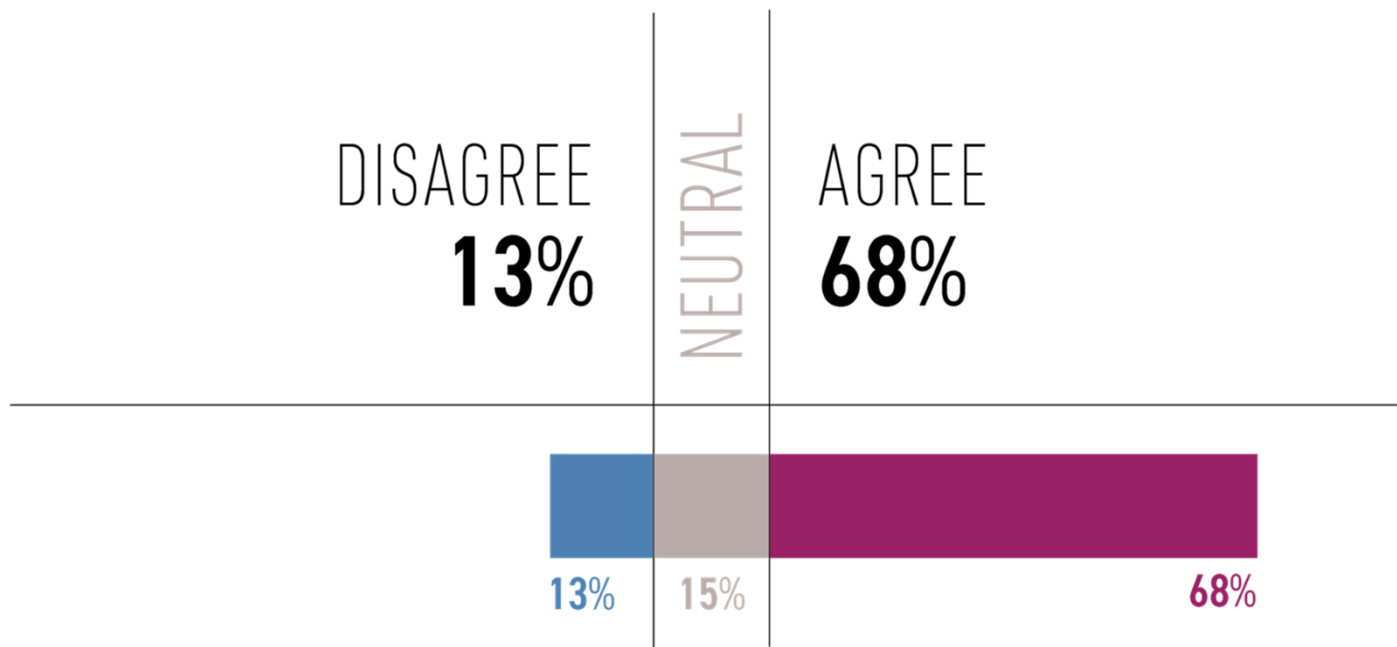
Performance Feedback

"I FEEL THAT MANAGEMENT CLEARLY COMMUNICATES DIRECTION RECEIVED FROM CLIENTS TO STAFF."

DISAGREE
13%

NEUTRAL

AGREE
68%

13% 18% 68%

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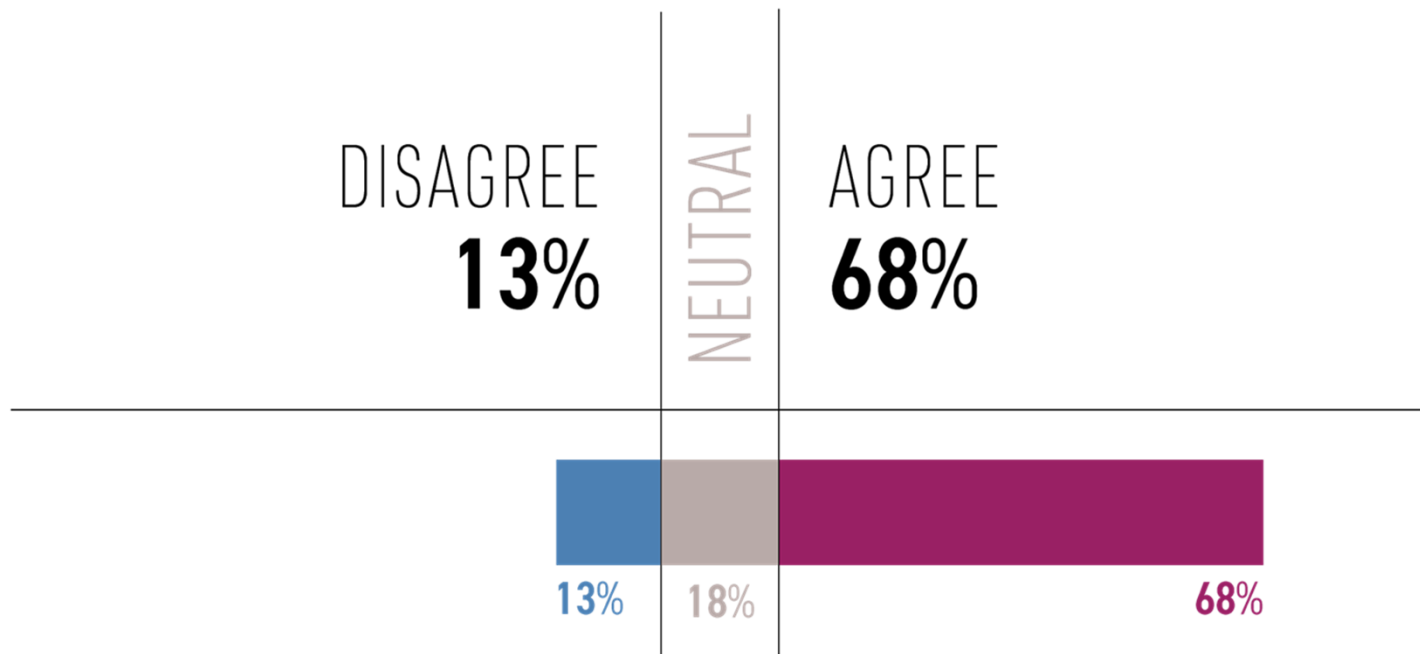
Performance Feedback

"I FEEL THAT MANAGEMENT CLEARLY COMMUNICATES EXPECTATIONS FOR PROJECT WORK AND DEADLINES TO STAFF."

DISAGREE **12%** NEUTRAL AGREE **72%**

12% 15% 72%

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Reflection Points

Organizations:

- Are we unbalanced?

  Do we focus too much on clients/external *factors, and too little on internal staff issues?*

- Is the desired frequency of feedback generational?

- Do we provide meaningful feedback, or do we treat reviews as one more task to check off our lists?

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Reflection Points

Individuals:

- Are we too busy with clients/deadlines to seek feedback?

- Do we need more formal feedback? Or do we just need to communicate more often?

- Are we too passive in the review process?

- How do we react to criticism?

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Conclusions

- People appreciate feedback – good or bad

- Individuals need to feel that leadership supports their career development

- Managers need time to provide meaningful feedback

- Negative feedback must be provided immediately

Best Practices
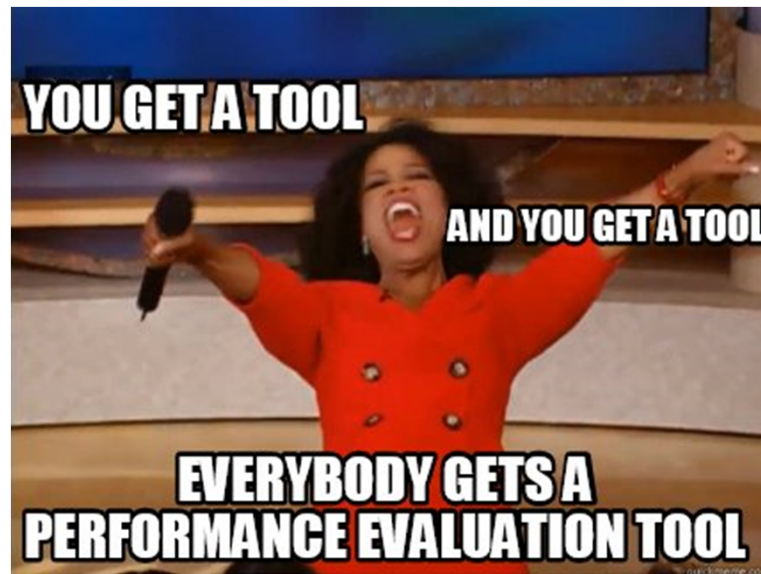
Best Practices

Organizations

- Establish a formal review process

- Provide meaningful feedback – give examples

- Ask how the firm can improve – and LISTEN!

- Seek feedback from co-workers before the review

- Devote time to preparing each employee's review – stagger to avoid burnout (one per week max)

- Conduct reviews with an additional senior manager

- Provide **informal** feedback at end of project phases

I'M ALWAYS OPEN TO FEEDBACK

THAT I CAN GET DEFENSIVE ABOUT AND ULTIMATELY IGNORE

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Best Practices

<u>Individuals</u>

- Embrace the formal review process

- Provide meaningful self-critique – provide more examples and fewer generalities

- Provide honest, **respectful** feedback to your firm

- Don't underestimate the voice of your co-workers

- Establish actionable, **quantifiable** goals for the next year

- Post your goals at your desk

- Seek informal feedback if desired

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Takeaways for Everyone

Change can (*and should*) come
from the <u>top-down</u>
and
from the <u>bottom-up</u>

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