

Driving Organizational Results

Module **3**

Monitoring and Developing Performance

Department of Defense
Executive Performance Workshops

In this module...

- You learn about
 - Monitoring performance
 - Importance of continuous feedback
 - Developing performance

- Your rating official and you should communicate often about your performance – it is the cornerstone of our system
- The goals of the feedback are to
 - Reinforce your performance
 - Recognize your contributions to fulfilling DoD’s mission and goals
 - Anticipate challenges and resources needed
 - Remedy performance concerns
- Use these opportunities to gain insight and enhance your performance

If you are not having regularly scheduled discussions – ask for them – you deserve to receive feedback and learn about opportunities to improve and contribute in meaningful ways.

- Performance feedback is given on a regular basis throughout the cycle – but at least one progress review is required

Reinforce

Strengthen your understanding of your priorities

Recognize

Communicate priorities to you

Anticipate

Change your plan as priorities change

Remedy

Identify and correct weaknesses

Coaching for a higher level of performance is central to individual and organizational performance

- You must receive at least one progress review during the appraisal period
- The review typically occurs mid-point in the cycle
- The review must be documented on your Performance Appraisal Form
- If you are failing to meet expectations, you must receive specific feedback on what needs to be improved so you can meet expectations

- Given when your Rating Official or you change positions
- Your rating official
 - Conducts an Interim Performance Review if a position change is made within 90 days of prior review
 - Delivers comments to the new rater assigned to you if after 90 days
 - Can conduct at any point during the rating cycle
 - Ensures continuity in your performance feedback

- Provides opportunity to
 - Validate Performance Requirements (Must have at least 90 days remaining in the rating cycle to make changes.)
 - Reiterate individual and organizational expectations
 - Share progress on meeting organizational goals
 - Discuss individual progress and challenges
 - Discuss customer and employee perspectives in achieving results
- Creates a deliberate process to
 - Identify strengths and areas for improvement
 - Assess development needs
 - Develop expertise
 - Discuss performance areas you want to enhance

- Seek professional development opportunities that promote achievement of strategic initiatives and improve your ability to lead others
- Consider
 - Integrated, enterprise-wide projects that target the complex nature of future challenges
 - Learning activities that integrate individual learning with team and organizational learning
 - Developmental opportunities in the form of external rotations, launching new initiatives and managing turnarounds

- Identify opportunities based on feedback
- Seek professional development opportunities that
 - Increase your ability to achieve strategic objectives and improve leadership abilities
 - Enhance your understanding of DoD's global environment
 - Develop cultural awareness and foreign language proficiency
 - Broaden perspectives to gain greater context of DoD's mission and public policy interests

You have the opportunity to enhance your skills and competencies to advance your career – Aligning your opportunities to DoD's priorities supports DoD and you.

- SES Website (Includes SC 920)
 - www.cpms.osd.mil/sespm
- Executive Performance in the 21st Century: A Guide to Driving Organizational Results
- Workshop Resource Package
- Executive Management Development Office