

Driving Organizational Results

Module **4**

Developing Leaders in a Performance-Driven Culture

Department of Defense
Executive Performance Workshops

- As a supervisor of executives, you
 - Identify techniques to coach and develop the next generation of executive leadership
 - Recognize meaningful performance conversations
 - Understand your role as a Rating Official
 - Communicate important information throughout the cycle –
 - Communicating and planning
 - Monitoring and developing
 - Rating
 - Rewarding

- Leadership is an art that is passed down the chain of command
- The pipeline of talent needs your support
- Coaching and mentoring your staff is critical to the success of the organization
- Communication is at the heart of leadership

How the System Helps You

- The executives you supervise are the top leaders of tomorrow
 - Even the most senior executives benefit from coaching and professional development
- Our Executive Performance Management System gives you the tools and flexibility to
 - Identify top performers through clear Performance Requirements
 - Reward top performers for achieved results
 - Retain top performers
 - Leverage top performers to drive organizational performance

Preparing for a Performance Discussion

- Collect any information you may need
 - DoD Organizational Priorities
 - Component Strategic Plan
 - Interim Rating Review
 - Input from other Rater Officials
 - Previous performance assessments
 - Information about possible developmental projects
- Allow uninterrupted time for the discussion
- Prepare yourself for the meeting
- Focus on the employee and place other matters aside

- Share your Performance Plan
- Identify documents executives need to prepare their Performance Plans
- Identify DoD and Component Organizational Priorities
- Discuss Performance Elements
- Collaboratively develop SMART-Q Performance Requirements aligned to organizational goals
- Ensure executives receive adequate training on the SES and SL/ST pay-for-performance systems

Monitoring Phase Responsibilities

- Monitoring should be ongoing throughout the cycle
- Regular, effective dialogue regarding the employee's performance is critical
- Conversations are private, confidential, and face-to-face, whenever possible
- Formal and informal feedback are required
- Focus on the most important parts of the position
- Link individual performance with organizational performance
- Identify areas of strength and areas in need of improvement

- **Content: What you say**
 - Be specific – State details of the event
 - Be descriptive – State your observations and avoid personal critiques of character or attitude
- **Manner: How you say it**
 - Be supportive – Feedback engages, not discourages
 - Be sincere – Say what you mean in a constructive manner
 - Focus on tone – Calm, unemotional language works best
- **Timing: When and how often to give feedback**
 - As soon as the behavior, event, or accomplishment occurs
 - Frequently – Regular informal feedback builds a relationship

- Reinforce their strengths
- Identify and quickly address weaknesses
- Assist staff to create a diversified portfolio of talent
 - Overseas opportunities
 - Joint initiatives
 - Enterprise-wide learning activities
- Help them identify a deliberate path to success
- Provide coaching and mentoring
- Provide additional resources, as needed

Rating Your Executives

- Evaluate the performance of your employees
- Ask for self assessments
- Review all Interim Performance Reviews and ratings
- Complete the Executive Performance Appraisal Form
- Submit your Initial Summary Rating to the Pay Pool Manager

Rewarding Your Executives

- Communicate the Annual Summary Rating and Performance Payout to your executive
- Inform your employee of the checks and balances in place to ensure a fair and equitable process is in place
- Answer any remaining questions your executive may have

- 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