



The key skills required by the "great boss" now become interpersonal skills. Great bosses are individuals who listen. A valuable tool here is listening. Active listening is a special listening skill where we listen to and focus on both the content and emotional aspects and provide feedback on both. Other critical interpersonal skills include understanding what motivates people, providing large quantities of feedback, "I" statements, and other communications techniques.

Evaluation

Evaluation can be both ongoing and a performance appraisal at a specific interval such as a year. Continuous evaluation can also be an important part of the coaching and feedback. Evaluation, usually in the form of a perfor-

mance appraisal must be provided at the time that was established for fulfillment of the performance expectations. This is a time when three things should be accomplished:

The "great boss" and the employee should discuss what is going well.

They should talk about what can be done better.

Based on performance and the first two items, new performance expectations should be established for the next time period. Training and professional development opportunities can be identified to help meet the new expectations.

At this point we are back at performance expectations and the process continues.

Sally and George

We now return to Sally and George. Sally's supervisor was telling her she was doing fine but she's still frustrated by the lack of a clear understanding of her performance level. If she had a "great boss" using this performance management process, she would be clear on her expectations and her progress relative to those expectations would clearly provide information on how well she is performing. George's supervisor is telling him not to worry about how his work contributes to the business and just keep up his good work. If George had a "great boss" using our process, the performance expectations would be derived from and clearly tied to the goals and the mission of the business or organization. ♣

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