

# Performance Dialogue

A Lever for  
Enhancing  
Organizational  
Effectiveness



McGill



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# Welcome

“You must be the change you want to see  
in the world”

- Mahatma Gandhi

# McGill is Counting on M's

- We model the way – as leaders, as doers, as agents of change.
- Our senior leadership counts on us to manage people and processes, and to improve performance across the University in this time of economic uncertainty.
- As we face CHANGE, our teams look to us for understanding, stability and direction.
- Best practices need to inform our practices.

# Performance Dialogue is...

- McGill's Performance Management system for M's
- A process, not an event
- A responsibility shared by the supervisor and the employee: both contribute to making it meaningful, to ensuring follow-up and to linking it to the bigger picture.

# Make It Your Business

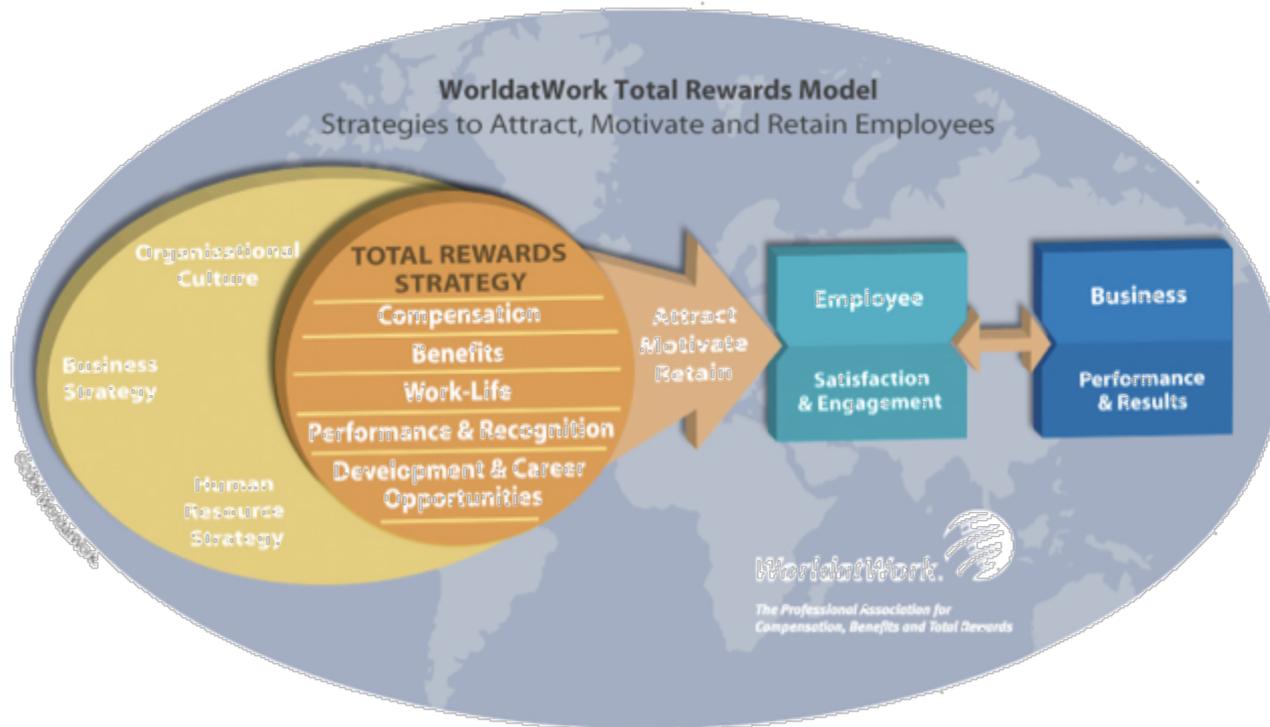
## **Become C.E.O. of 'ME INC.'**

- Understand the changing landscape at McGill.
- Familiarize yourself with the overarching priorities and unit objectives.
- Understand the competencies needed today.
- Establish objectives that support unit and institutional priorities.
- Develop a plan for your continuous learning.
- Take responsibility for your feelings and needs.
- Explore the different ways to use your developing competencies.

# Re-launch of Performance Dialogue: Our Objectives

- Enhance/Improve Organizational Effectiveness:
  - Align with best practices
  - Increase accountability and measurability
  - Increase motivation and track performance
  - Attract, retain, develop and reward the best talent
  - Shift toward a culture of performance
- Strengthen foundation to support new Competency model in the Total Compensation Framework

# The Total Rewards Framework



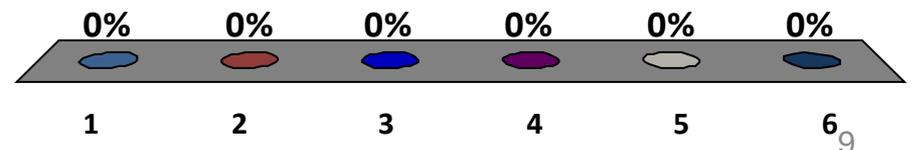
Performance Dialogue – A Lever for Organizational Effectiveness

# An Integrated Approach to Managing Talent at McGill



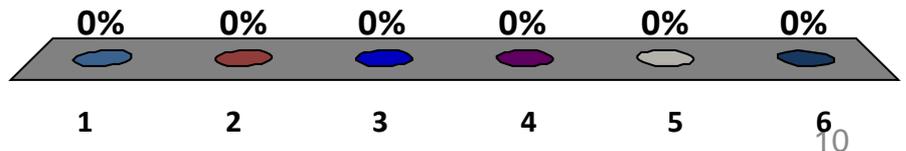
# What are the biggest challenges ?

1. Time consuming.
2. Lack of skills in managing difficult conversations.
3. Belief that it wont change anything anyway.
4. Mistrust of the process.
5. All of the above.
6. None of the above.



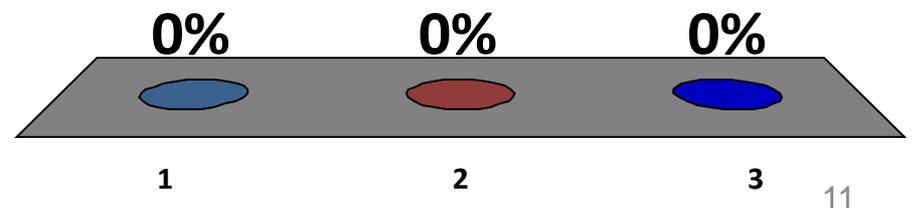
# What Common Pitfalls Do You See?

1. Saving “surprises” for the yearly dialogue.
2. Not addressing real issues in the dialogue.
3. Not having clear objectives from the outset.
4. Having a one-way conversation, without employee input.
5. All of the above
6. None of the above



# What is the Relationship between Performance Dialogue and Merit?

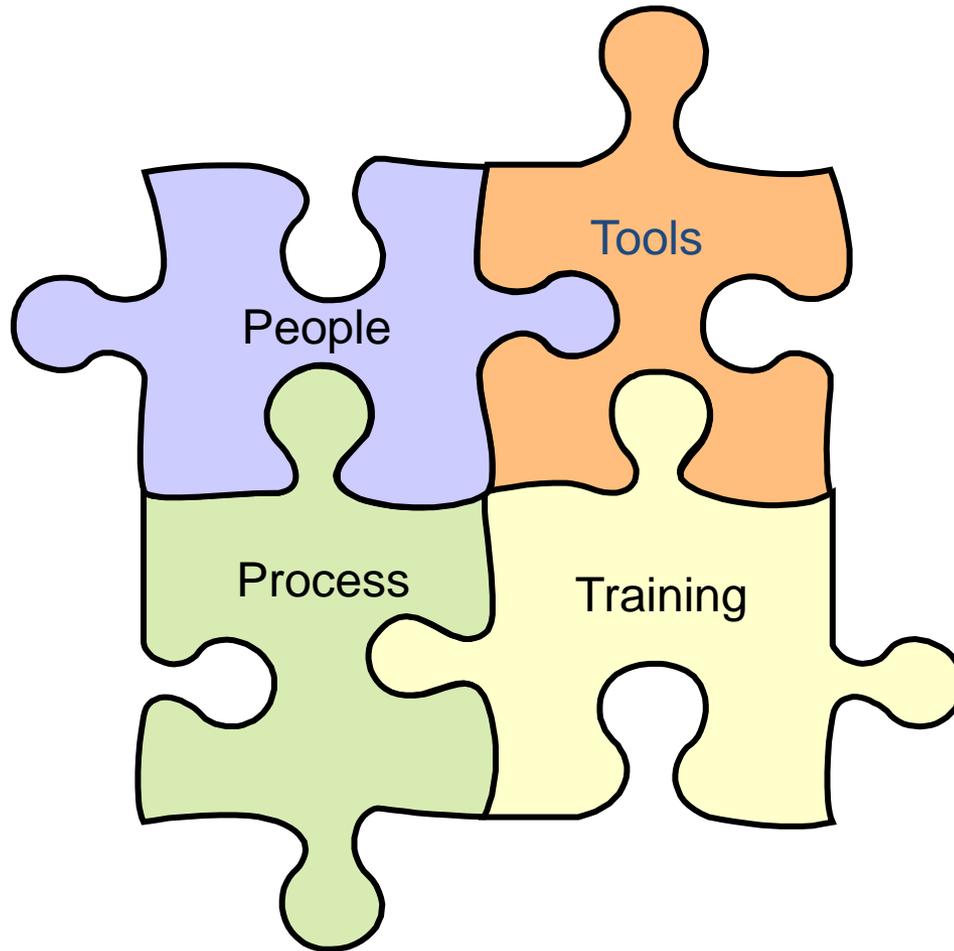
1. Performance Dialogue should be PRIMARILY conducted to support the merit exercise.
2. Performance Dialogue should be separate from the merit exercise.
3. Performance Dialogue helps establish some of the objective criteria needed to effectively determine merit award, but is important at other levels too.



# What YOU told us about Performance Dialogue @ McGill

- Inconsistent application of Performance Dialogue across the University.
- Process and tools considered complex.
- Unclear roles and responsibilities.
- Need for more pointed and timely training
- Benefits / connections not fully understood by managers
- Not viewed as a critical part of managerial responsibility
- Often disconnected from merit and other key components of talent management.

# What's New: 4 Key Areas



# A Meaningful Process that Works

- Revised Process:
  - Reinforced linkages to McGill and Unit Objectives, Total Rewards...
  - Greater accountability and follow-through on performance challenges, and developmental needs of individual and unit.
- Engaged People:
  - Clarification of roles, responsibilities and accountability
  - Understanding relationship to attracting, motivating and retaining the best employees in times of economic uncertainty.

# New Tools

- New Tools:
  - 2-Step Appraisal and Developmental Forms
  - Simplified and automated
  - Linked to unit objectives and to merit
- A new coaching plan to manage developmental issues:
  - Career Transition
  - Remedial Intervention

# New Modular Training

A la carte or tailored to your team:

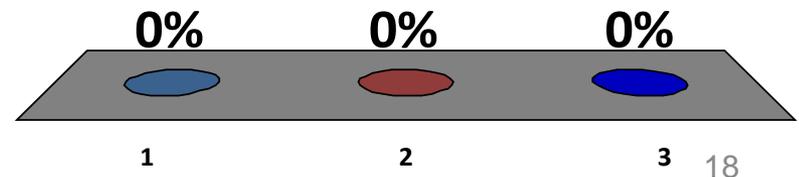
1. Orientation – Performance Dialogue in Context
2. S.M.A.R.T. Objectives
3. Coaching for Performance
4. Managing Difficult Situations with Employees
5. Managing Your Career Development in Context

# Moving Forward: Your Opinion Counts



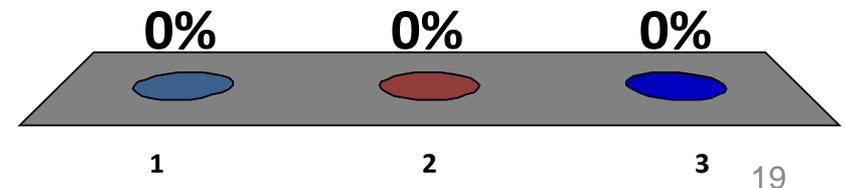
In the case of identified under-performance, a skilled third party should intervene to support the supervisor and the employee in the development of a remedial plan.

1. Agree
2. Disagree
3. Don't know



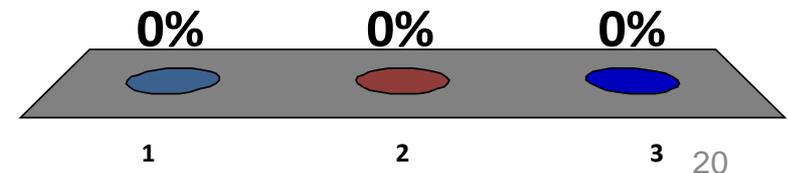
There needs to be some form of performance management feedback system for all employee groups.

1. Agree
2. Disagree
3. Don't know



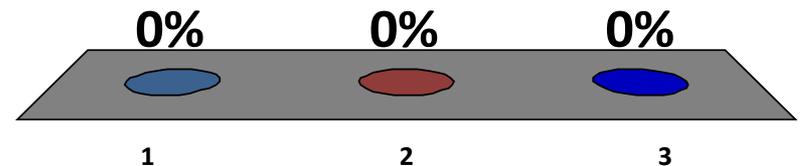
Managers hiring from other areas of the University should have access to the Performance Appraisals of applicants.

1. Agree
2. Disagree
3. Don't know



Performance Dialogue should contain a component involving feedback from other stakeholders.

1. Agree
2. Disagree
3. Don't know



# Thanks to YOU

- For contributing to developmental efforts, through your participation in focus groups, training and retreats.
- For working with us to get a realistic picture of the needs of our community.
- For contributing to developing viable strategies, tools and training.
- We are grateful for your involvement and thank you!

# How OD & Learning Can Help

## **Training – Coaching – Interventions – Building Capacity**

- Performance Dialogue Modules
- Organizational Effectiveness: Diagnostics, Self-appraisals
- Planning for Performance: Vision, Mission, SMART Objectives, Key Performance Indicators
- Managing PEOPLE: LDP, Performance Dialogue, change management, team effectiveness, succession, etc.
- Managing PROCESSES: documenting, improving
- Ensuring CLIENT-CENTERED service: Service Excellence, stakeholder maps, surveys, focus groups, etc.

# Organizational Development & Learning

<http://www.mcgill.ca/hr/staffdevelopment>

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