

B U S I N E S S FREEDOM 365

Month Five, Week Four,
Recruiting, Interviewing,
Hiring and Inducting

Topic

Employee Reviews

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Employee Reviews

This week, we're going to talk about a system for holding productive employee reviews. This system will help you and your employees evaluate their value and contribution to the company.

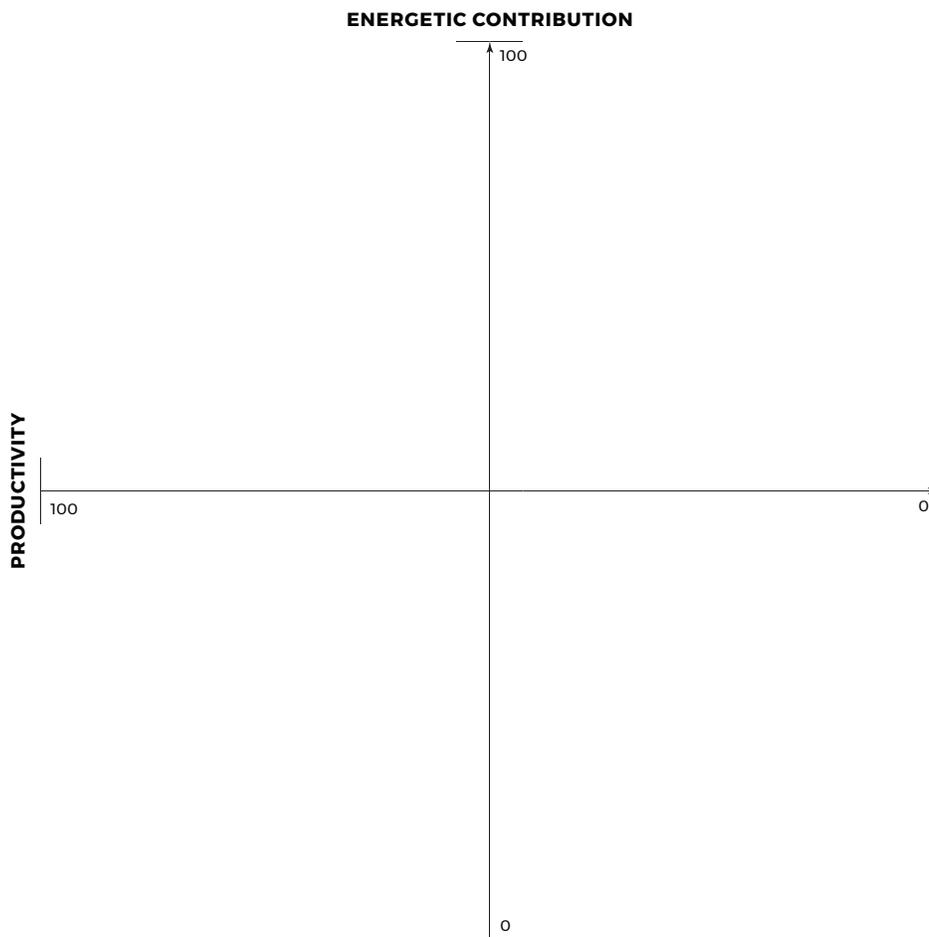
It's called the QUAD-PRO SYSTEM and it graphs the employees productivity, and their energetic contribution to the company.

Productivity = are they above, below or at target?

Energetic Contribution = Are they more positive or negative in nature?

This is how it works:

Both Productivity and Energetic Contribution (or attitude) are measured on the template from 0-100. We use this system because it's going to create a graphical view of how someone is doing in the company.

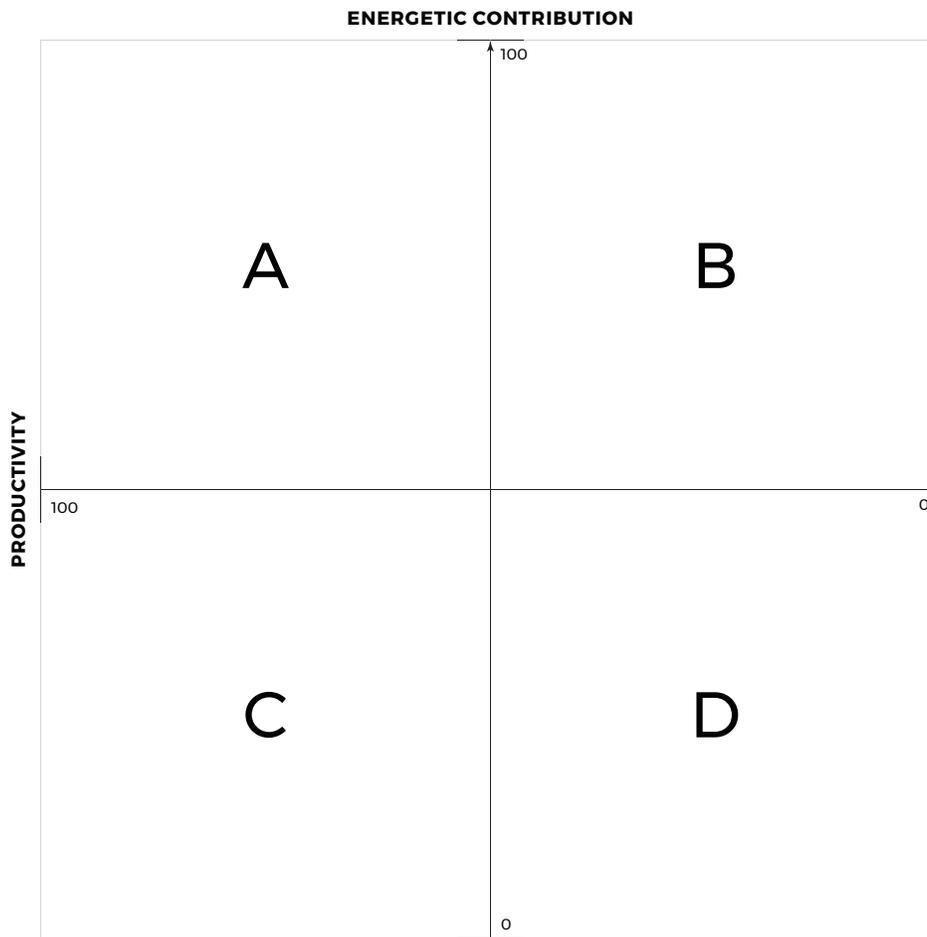


| For Productivity | For Energetic Contribution (or Attitude): |
|--|---|
| <p>0 - 49 = Below target</p> <p>50 = At or has met their target</p> <p>51 - 100 = Has exceeded their target</p> | <p>0 - 50 = Below-the-line behavior <i>Maybe some negativity and gossip, etc.</i></p> <p>51 - 100 = Positive Energy <i>Good attitude, supportive, helpful, etc.</i></p> |

We use this system because it's going to create a graphical view of how someone is doing in the company.

You'll notice that on the template there are 4 boxes.

- The top left box is Box A, which represents good attitude and good productivity.
- The top right box is Box B, which is good attitude but bad productivity.
- The bottom left is Box C, which represents good productivity but a bad attitude.
- Box D is in the bottom right, and it represents poor productivity and a bad attitude.



The Box that is truly dangerous is the person in the C Box, because they are producing very well but have a bad attitude.

They're producing, so they're making things happen and you don't want to get rid of them, but they have a bad attitude so they're hurting the culture of the business.

This is really worrying, because if you have someone who's producing really well, other people by nature will look up to them; it's a fundamental feature of being a human.

Interestingly enough, you might be holding back others by keeping someone who negatively affects the environment in the company. In Eric's case, by removing the negative employee, the rest of his B Box team moved quickly into the A Box!

First off, this system can be really useful for:

A. Evaluating your team.

To start, take the separate template document we've given you and plot all your employees on the graph, and then you know where all your employees sit.

This gives you a nice diagnostic tool on where you might need to spend a little bit of time on employee development, corrective conversations, training, and so forth.

Next let's talk about:

B. The interview or review process.

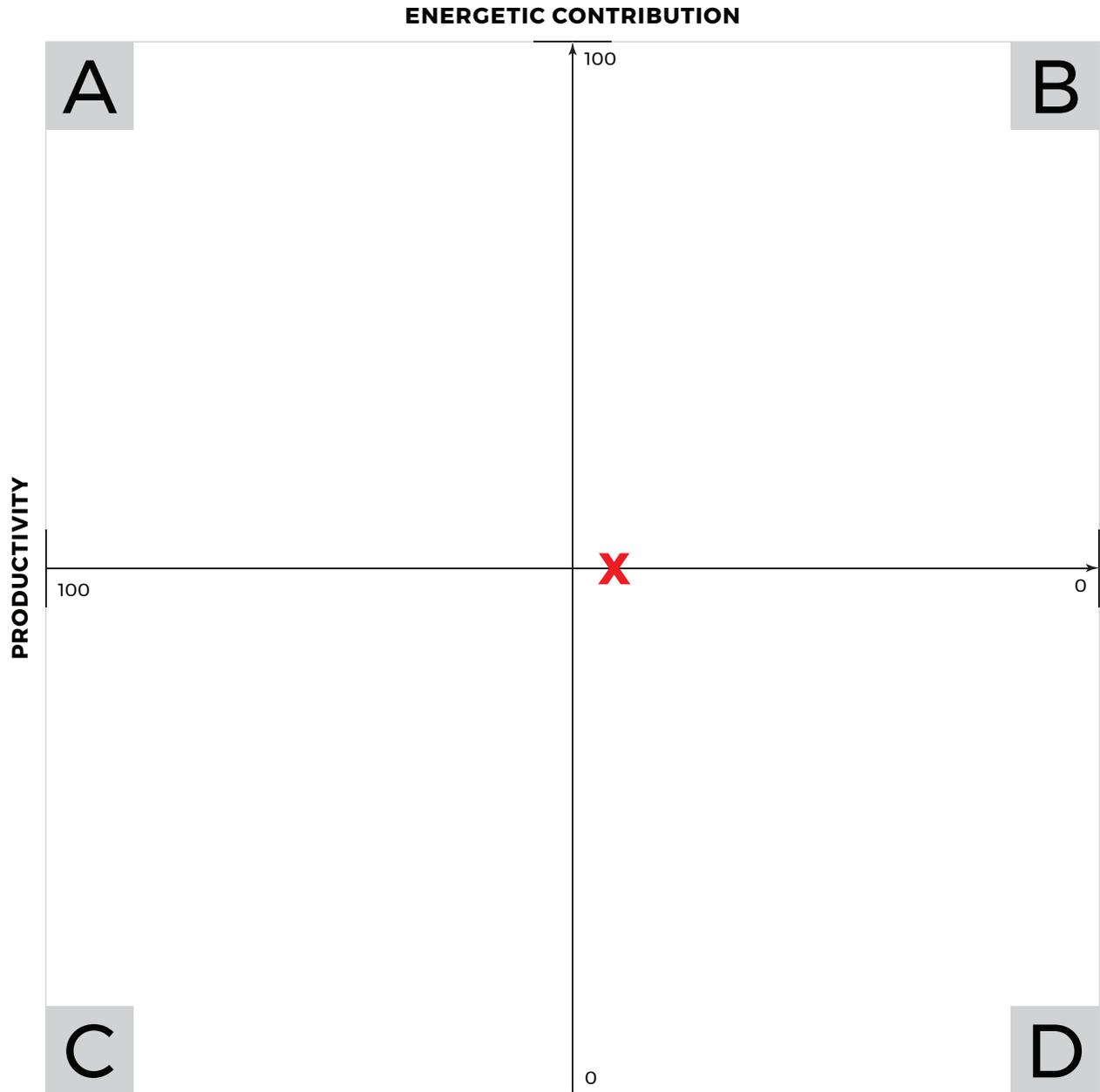
When considering the frequency of your formal employee reviews, quarterly is the best option. Booking your reviews annually leaves too much time in between and does not give you enough time to make the course corrections required. Quarterly is best unless you have enough day-to-day contact with your employees, then you can do it on a daily basis in normal conversation.

Here is the process and script for conducting your formal quarterly reviews:

- ✓ Bring the employee in.
- ✓ Show them the template, explain how it works, and then ask them...

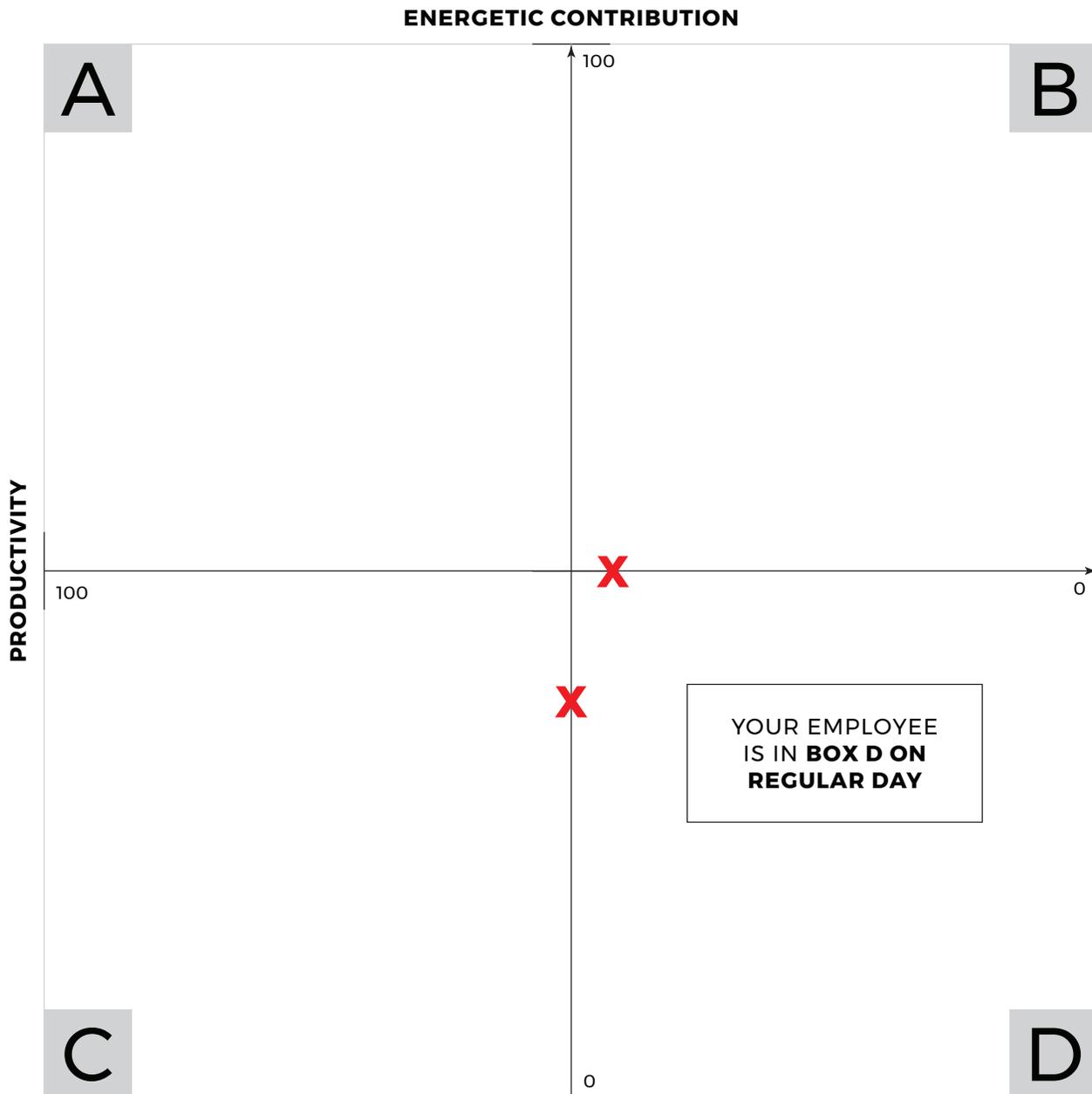
YOU: I'm curious...right now, how do you view your productivity on a scale of 0 to 100 on a normal day?
Explain it to me.

EMPLOYEE: 45.



YOU: Now, in terms of your overall energetic contribution (don't say "bad attitude") where do you find yourself there? 0 is total negativity, 50 is pretty neutral, and everything below 50 might be occasionally getting involved in a little bit of gossip (remember to diffuse these things as you're asking) or maybe a little bit of negativity from time to time when you're not sure of what's going on. Then everything above 50 is consistently positive, talking up co-workers, helping out others, and so on. Where would you put yourself on the scale?

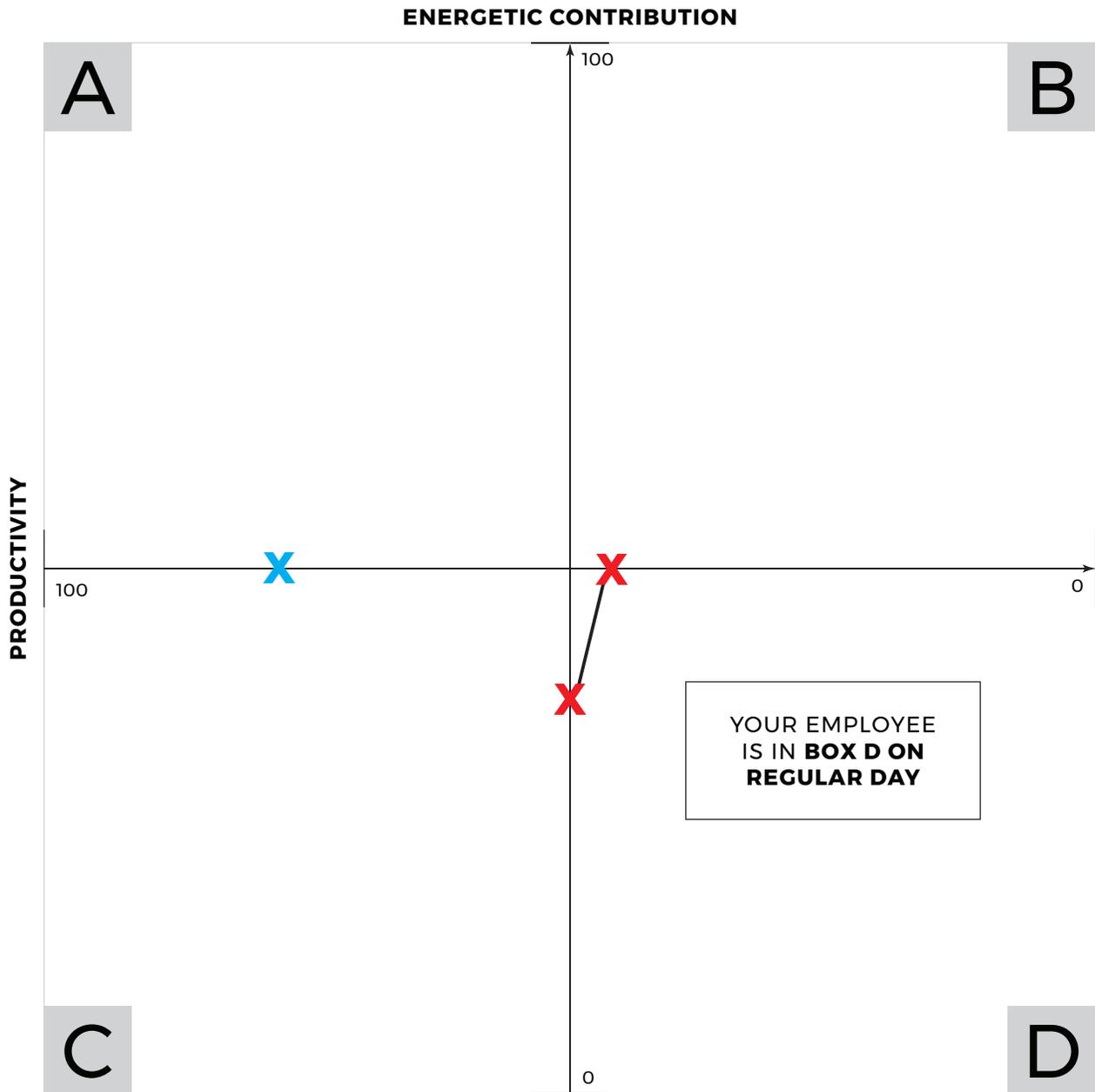
EMPLOYEE: 30.



✓ Next step is to talk to them about their "off" days.

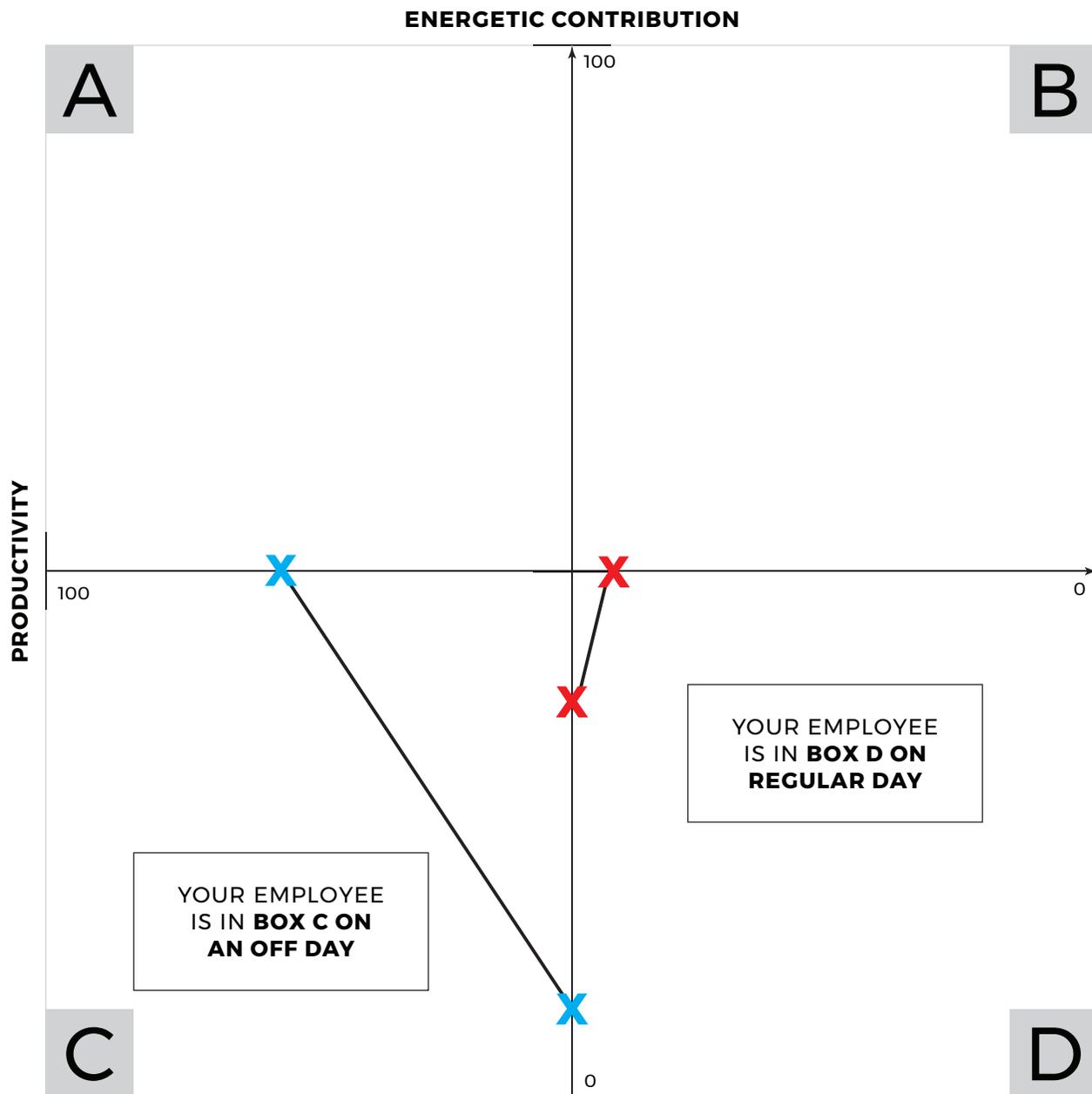
YOU: *(Disarm them.)* Okay, look, not everyone's having a good day every day and so my curiosity is that when you're having a little bit of an off day, where do you see your productivity from 0 to 100?

EMPLOYEE: *(Interestingly enough, sometimes you might see an employee's productivity go up on an off day)* 75.



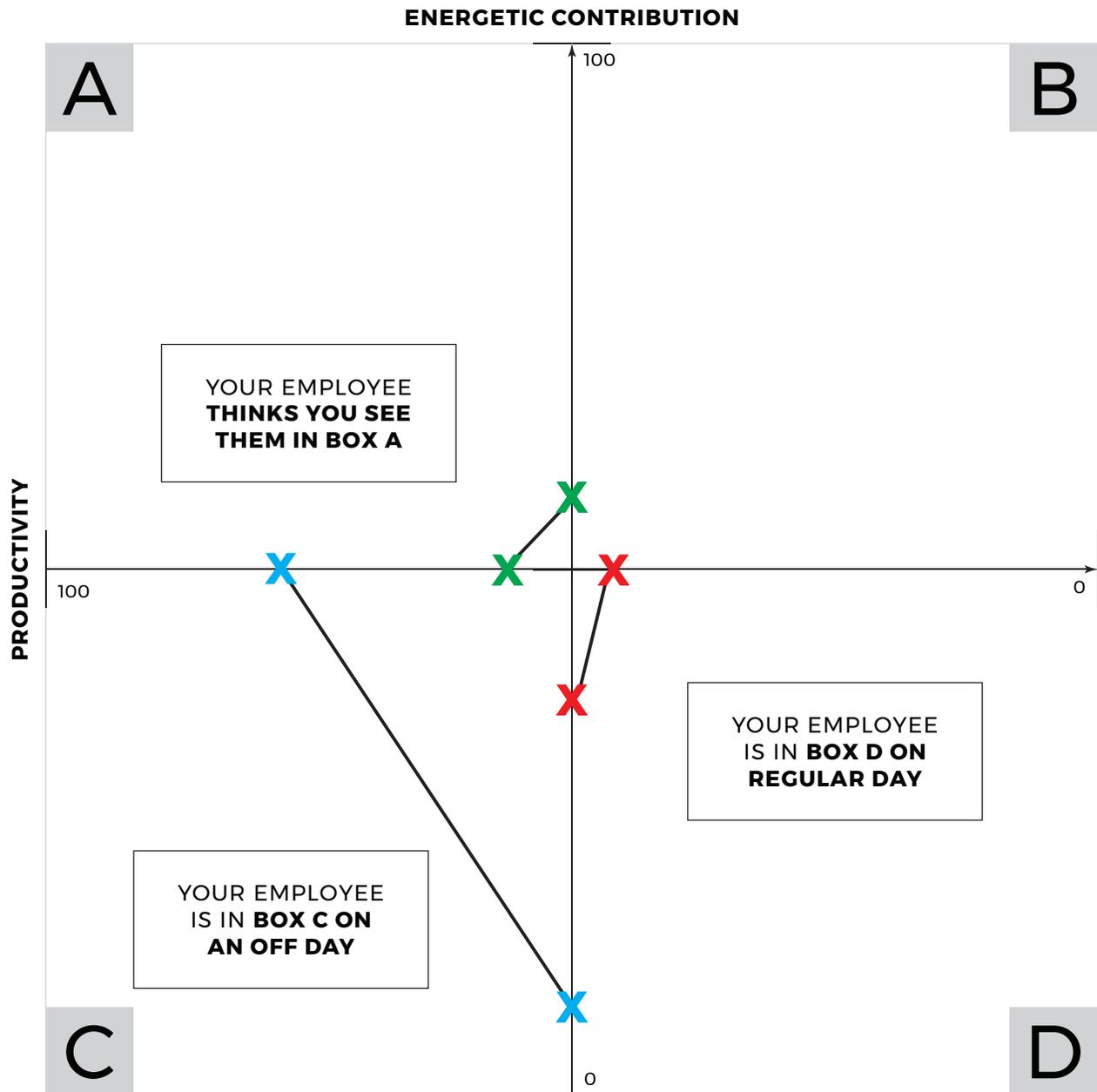
YOU: On an off day, where do you see your energetic contribution from 0 to 100?

EMPLOYEE: 10.

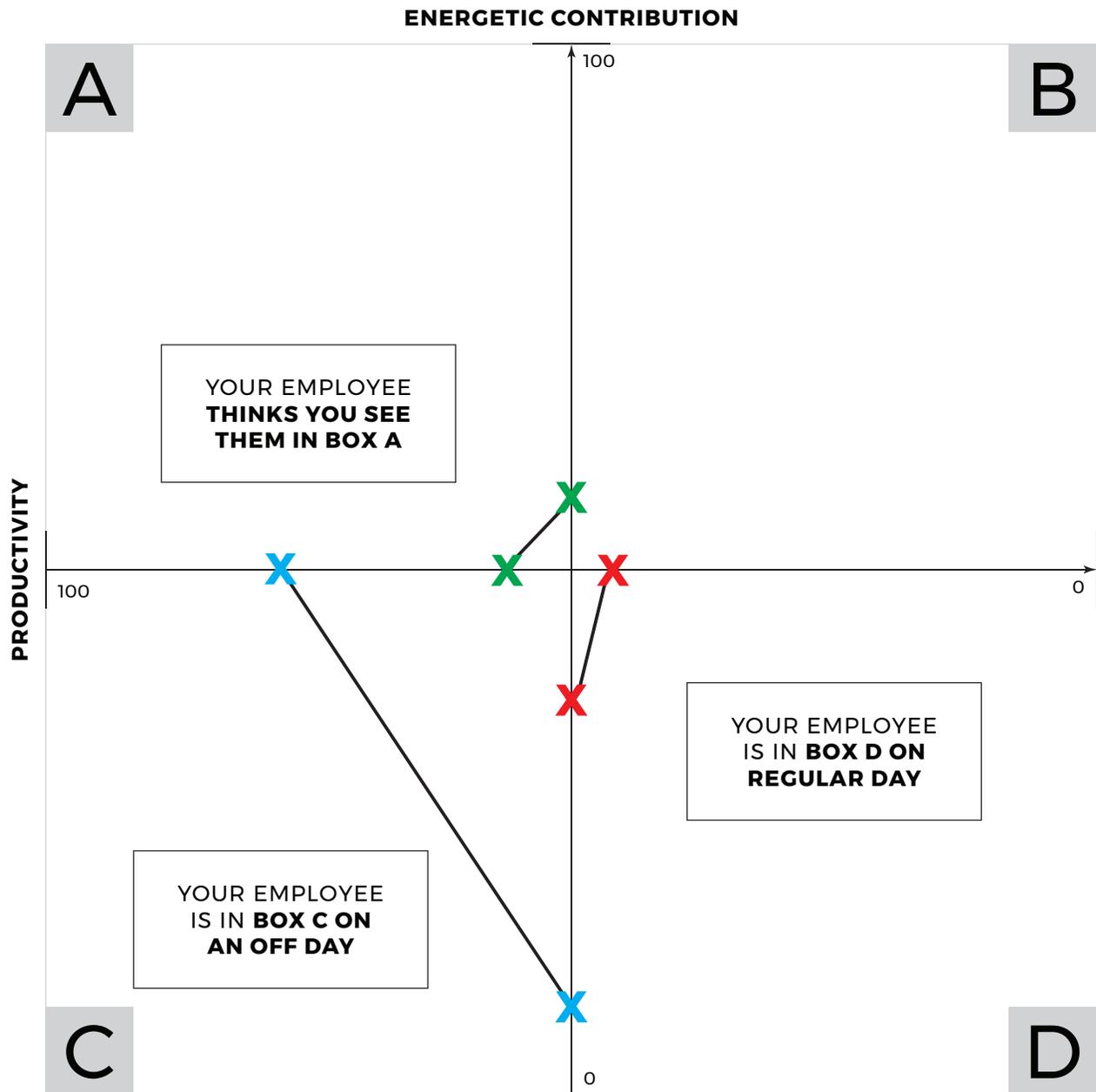


YOU: How does your direct manager see you (or how do you think I see you, if you're their direct manager)?

EMPLOYEE: Maybe a 55 for productivity and a 55 for energetic contribution.



That will give you a triangle of points on the graph, and that triangle will probably be pretty close, as they have a pretty good assessment of who they are, where they are, and how they're viewed.



Now you're going to determine from that triangle where they live most of the time. You could pick the middle of the triangle or their self-assessed position that you asked at the beginning, it doesn't really matter.

- ✓ This is your opportunity to correct course.

YOU: *(The wording of this next line is very important!)* I'm curious what would have to happen for you to move from ___Box to A Box?

It is important to phrase it just like that because otherwise your question could end up placing all the blame on them or end up taking all the responsibility entirely on yourself. By asking what would have to happen to move you from the C Box to the A Box, you're not placing an emphasis on where the responsibility is and you'll end up learning something very interesting about them.

They're either going to give you all answers about them (which means they're good at taking personal responsibility and it might mean they are a little afraid of you), or they're going to give you all answers about you (which means they're not good at taking personal responsibility), or they're going to give you a balanced list of things.

**BE SURE THAT YOU ARE LISTENING TO WHAT THEY SAY
If they give you answers about how you could improve things, LISTEN TO THEM.**

When your employees give you feedback about what you can do to help them enjoy their jobs more and be more productive, THAT IS CALLED FREE CONSULTING.

Whether you like it or not, whether you agree with it or not, just say thank you, write it down, and think about it another time when you don't feel attacked by the feedback.

Hopefully you have ended up with some feedback about how you could improve, and how you could make their environment better for them. If you didn't get this, and you only have stuff about them or stuff about you, then keep probing until you have some of both.

- ✓ Now you need to get them to make a commitment to make the improvements that they want to make.

YOU: All right, what has to happen in order for you to make this improvement? How can I support you in making this improvement?

The key thing when you're doing this process is to be open, supportive, friendly, and warm.

You want the employee to know that your goal is for them to succeed.

For this week's homework, it's really simple, all you need to do is print off the graph template and figure out which box you fall in.

PART ONE: Mark where you are in your Energetic Contribution and your Productivity on an average day.

PART TWO: Then you're going to mark where you think you are on an "off" day.

Be honest—it's just you looking at it!

PART THREE: Then, determine where you land between those Xs and ask yourself, "What would have to happen to move from where I am to the top left of the A Box?"

PART FOUR: Keep asking yourself that question until you have a list (a page full) and that list will talk to you about some habits you need to create, habits you need to change, etc.

