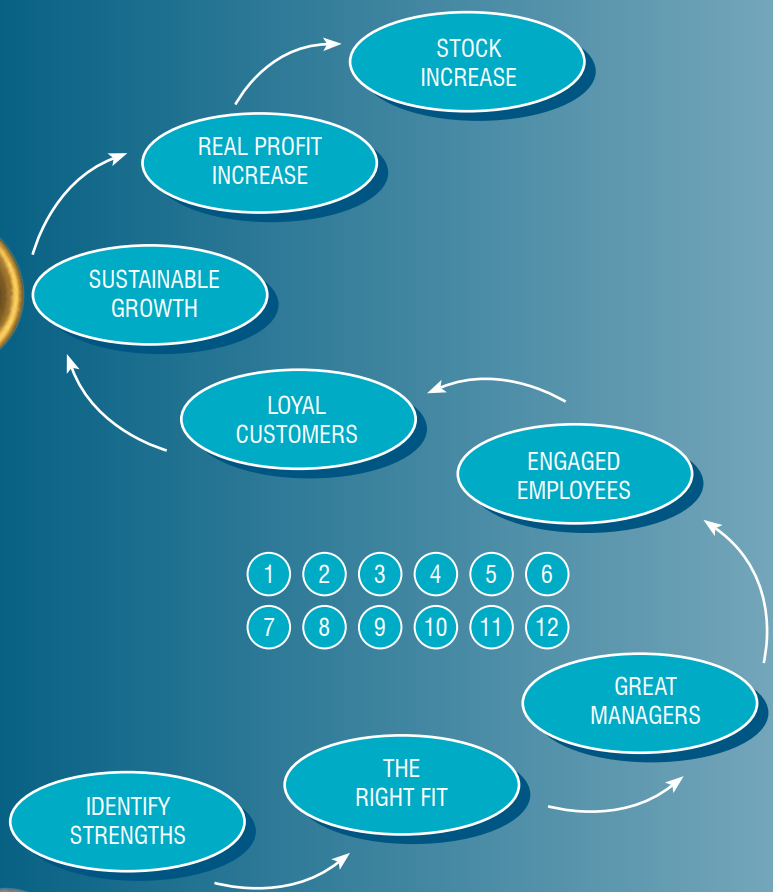


ENTER  
HERE



# Samwad

# Samwad

*Means*

Conversation



Interlocution



News



Information



Message & Dialogue

In order to achieve excellence across the companies and our group we need to change the way we think, react and decide, the way we take care of our assets (material, human, intellect).

This requires a paradigm shift in our approach to life.

SAMWAD provides a platform to arrive at a shared vision towards managing ourselves.

I hope over a period of time the required change will form a part our DNA.

- Subhash Chandra

# Path to Excellence

## Break conventions & rules

**I**t has been firmly established that an employee may join a company because of its prestige, reputation or its line of business, but his/her relationship with the immediate boss or manager determines how long he / she stays and how productive he / she is while remaining with the company. The managers are catalysts to turn each employee's talent into performance and help the company to outperform its competitor.

If we look at work from the employee's point of view, then his/her manager's influence is higher than that of the company. Despite this, all of us know that ultimately it is the company that wields overwhelming power. In order to empower managers to turn the available 'talents' into 'performance', we need to break away from conventional wisdom.

In most companies, conventional wisdom remains deeply entrenched. Though many of us disagree with them, we are still not able to break away from such a mindset. All conventions are barricaded within the walls of selection, training, compensation (Performance Management System) and so on.

Once all of us decide to replace the systems for good, then we, as senior executives / managers, can use four keys for opening the first four cells and finally use the mater key to open the fifth and final cell to break through these barricades of conventional wisdom.

### Four Keys

1. Select for talent
2. Define the right outcome
3. Focus on strengths
4. Find the right fit

### Master Key

1. Fix the outcome rather than the process
2. Shift focus from average to excellent
3. Set benchmarks
4. Create a common language across the company

*Based on interviews of one million employees and eight thousand managers at different times by different people, it was found that the best-performing or Great Manager's answers to questions would be different from those by a usual / conventional manager.*

**Following is an example of an interview with one such great manager:**

**Q. Can you tell us about your best team ever?**

A. You mean my whole team? I have at least 30 people working with me in the sales team.

**Q. Just tell us about the core of the team?**

A. I suppose my best team was my core of sales staff a few years ago. There were four of them. Sunil, 35, was a professional who took great pride in being an ace salesperson in the industry. He was brilliant in anticipating things. Clients never had to ask anything.



*An elderly woman had two large pots,  
each hung on the end of a pole,  
which she carried across her neck.*

Then there was Ramesh Vaish, who was innocent. Not naïve, just innocent. For him, the world was a friendly place. So he was always smiling and cheerful. That didn't mean he was not professional. He always came in looking neat. But it was his attitude that impressed me, and made clients want to deal with him with ease.

Sonia, the third, was lively, energetic and presented herself well. The first impression she gave on joining was that she lacked common sense, but I was wrong. She handled clients very well. On busy days when inventories were full, she would tell them pleasantly but firmly that last-minute bookings would not be logged. She knew the traits of each client. Some would just do business in five minutes and some would discuss the country's problems before they talked business and Sonia knew and behaved accordingly.

Geetika, the fourth, was the unspoken team builder. She was quiet, more responsible and more aware than everyone else. She would gather all the other three and make everyone talk about the past few days and the future, which would help everyone and make my talk of achieving targets easier.

All the four were different individuals and I treated them accordingly. With these four I really didn't need to interfere. They would train new hires, set the right examples and even recommend to remove those who would not fit in.

## Any Secrets?

### My way of management:

- Make each person comfortable with who he/she is
- Get to know employees well
- Do not believe in the adage 'familiarity breeds contempt' as long as you are honest and do not make personal favourites.
- Treating everyone the same is wrong, because everyone is different and wants to be treated differently.
- Instead of calling it 'unfair', treating each one differently makes them feel unique.
- Firing people is also part of the role of a great manager. With wrong hiring, things start falling apart. If someone is consistently underperforming, you may feel that you need to give more time, but that is wrong and you make things worse. Hence do it fast.

## Finally, the Key is

- To select the right people with right talent
- After selecting, trusting them
- If someone has let you down, do not punish those who haven't by creating some new rule or policy
- Do not promote people more than they deserve
- Never pass the buck. Never say "I don't like this but 'corporate' is forcing". By doing so, you are weakening the whole organization
- You as a manager have to remember that you are on the 'stage' all the time and your people are watching you. They pick up clues; these clues affect performance



*One of the pots had a crack in it while  
the other pot was perfect and always  
delivered a full portion of water.*

# Keys of Your Own

## Can you turn these keys?

**W**e should believe that our people / employees are stars in a drama / movie and we (managers) are their 'agents'.

The agents want to work for a superstar. In a work environment, what do you as a manager expect from your people?

### 1. At every chance, you look in the mirror.

Based on the feedback, increase your understanding about yourself and also assess how others perceive you.

### 2. Become your own source of inspiration

Try to relate to your day and look for:

- Accomplishments
- What you learned
- What you liked / did not like / hated
- How these three fit with your talents
- If you cannot do this daily, you must do it once a week and make a note

### 3. Discover yourself

What do you say to a young man or a woman to whom you are attracted? "Let us explore and discover each other". Likewise, become more detailed in your descriptions of your skills, knowledge and talents (all these



three are different things: skills can be acquired, knowledge can be learned / imparted and talents are what you have or don't have and cannot be acquired or learned).

The combination of all three is loosely called 'competence' for a job or action.

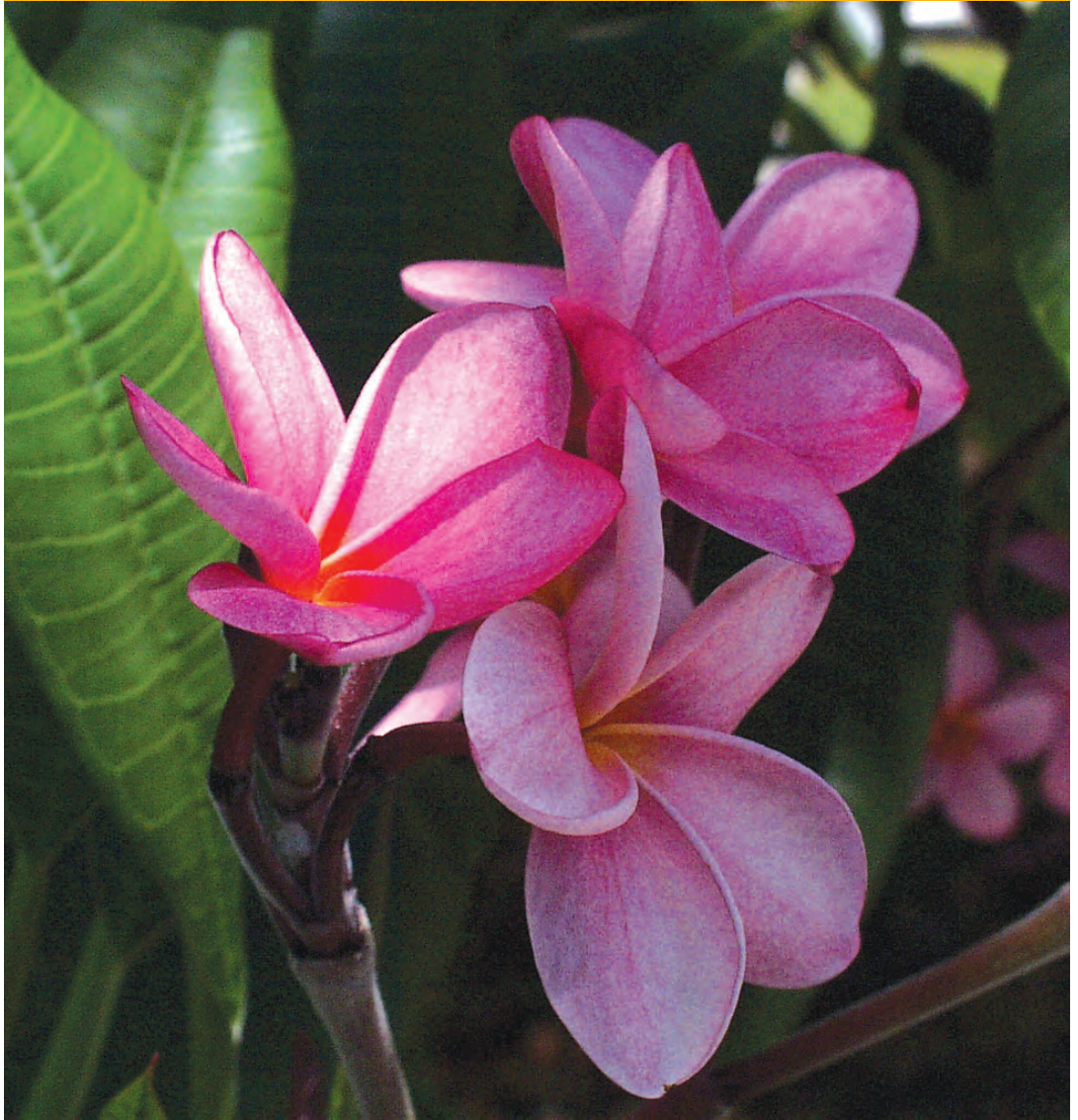
Use this deep understanding to volunteer yourself for the right roles, to be a better partner to guide your own training and development choices.

### 4. Develop your network.

Overtime, be sure of what kind of relations work for you. Look for them and build your constituency.

### 5. Keep track

As said in two and three above, build a record - for your own use - of what you learn and discover.



*At the end of the long walk from the  
stream to the house, the cracked pot  
arrived only half full.*



## The world is not perfect, great managers are still a minority

Should you be working for a less-than-perfect manager, you may use some of the tips given below to manage your manager.

### **A. Your manager never has the time to discuss your performance:**

Offer to structure the meeting and request for 45 minutes of his/her time. Tell all you need is his ear and his suggestions. You may structure the meeting around the questions given above. Guide him through your past performance, reveal your plans for the future and seek his guidance and inputs. Leave him a copy of the process. Be insistent on the meeting.

### **B. Some managers force you to do things their way:**

A great deal of tact is required in this situation. Do not get into the 'whose style is better' trap. Delve into the fact that your style gets you the desired outcomes and is your path of least resistance. You may like to relate examples of the same.

### **C. Some managers praise inappropriately or not at all:**

You may need to start by thanking such a manager for this, but during the course of the appraisal meeting you may point this out to him / her. However, most of the time the problem is with not receiving praise at all. In such cases you must rely on your own talent for striving and take pleasure from your own performance. However, this is not possible over a sustained period and you may like to bring this to your manager's notice in tactful ways.

### **D. Some managers like to micro-manager:**

They ask questions daily and want to know what you are doing all the time. In such instances you may like to tell him that you will check in with him every week, and since you have a cycle scheduled, it will work better that way. You may suggest that you were looking forward to working a little more independently.

### **E. Some managers consistently distrust you, are suspicious of you, take credit for your work, blame you for their mistakes and disrespect you.**

Ask for a lateral shift within the company or you may decide to stick it out for six months hoping he will leave. However, even if your pay packet and sympathetic ear of human resources ties you for some time, you will not be able to sustain this for a long period.

### **Result: You will catch your peers doing the right things**

When you enter your workplace, you never leave the end of the day at the same level as you entered. You either make it a little better or worse. Understanding the five types above, you will make it a little better.



*For a full two years this went on daily,  
with the woman bringing home only  
one and a half pots of water.*

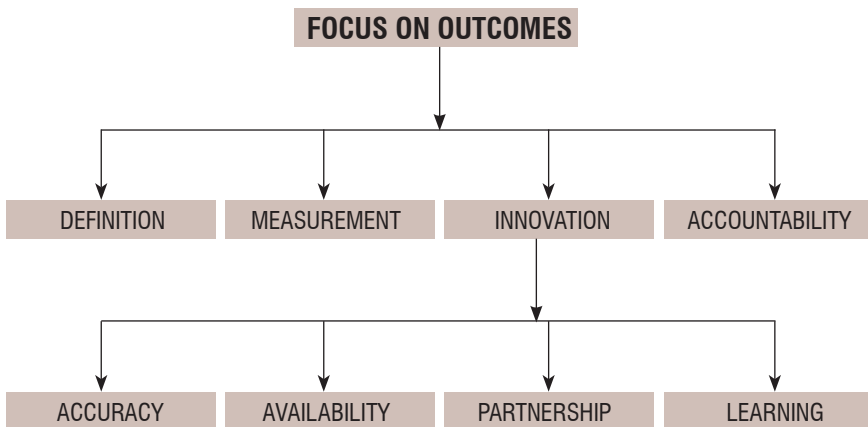
# Master Keys

## To break through barricades

### A. Fix the outcome rather than the process

**O**ur role as a company is to identify the desired end. The means to reach the end should be left to the individual. This would mean that the company attains expertise in finding the destinations easily and provides the individual to enjoy the thrills of the journey to the destination.

- As much as possible, define every role using outcome terms
- Find a way to rate, rank or count as many of those outcomes as possible. Measurement always improves performance
- The four most important emotional outcomes for an employee are: accuracy, availability, partnership and advice. Examine each role within the company and identify what actually needs to happen to create these outcomes. In training, classes, explain how the standardized steps of the role lead to one or more of these emotional outcomes.
- Hold managers accountable for their employees; although we would not advise paying managers on their employees' responses. Managers should use the questions as part of their overall performance scorecard.

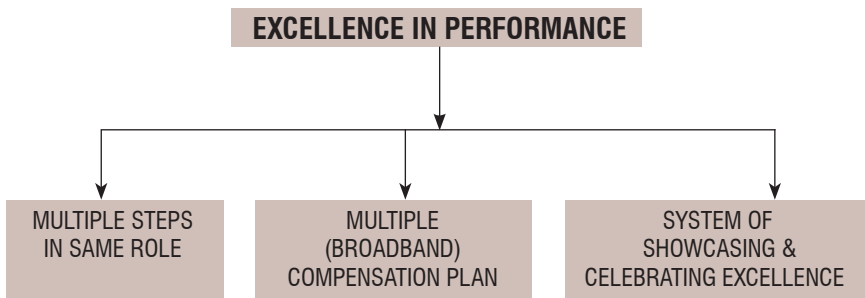




*Of course, the perfect pot was proud  
of its accomplishments.*

## **B. Shift focus from average to excellent**

- For as many roles as possible, set up different levels of achievement. Identify specific criteria for moving up from one level to the next. Reward progress with plaques, certificates and diplomas. Take every level seriously.
- For as many roles as possible, set up broadband (multiple) compensation plans. Identify specific criteria for moving up within each band. Explain clearly the reason for the pay cut when shifting from one band to another.
- Celebrate “personal bests”. Many people like to compete with themselves. Design a system so that each person can keep track of his / her performance monthly or quarterly. Use this system to celebrate monthly or quarterly “personal bests” as and when they occur. A growing number of “personal bests” means a growing company.

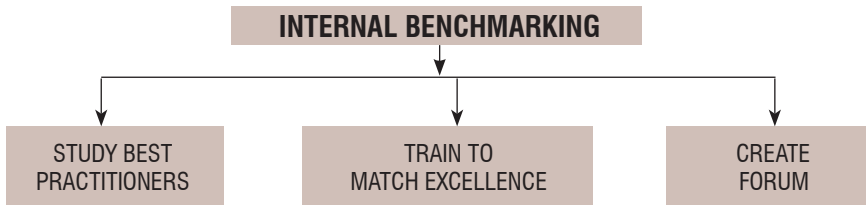


## **C. Set benchmarking within**

- Start with your most significant roles and study your best practitioners. Build a talent profile for each role. This will help you select more people like your best performer
- Revise all training to incorporate what you have learned about excellence in each role.
- Set up an internal “university”. The main function of this university should be to provide a forum for showcasing how your best performers in every role do what they do. As far as possible, every employee should be exposed to the thinking and actions of your best performers in every role. Your employees can learn many other things at this university – policies, rules, techniques – but the main focus should be a presentation of internal best practices. This university can be as flexible, informal and brief as the size and complexity of the organization requires. The important thing is to learn from your best in a disciplined way.

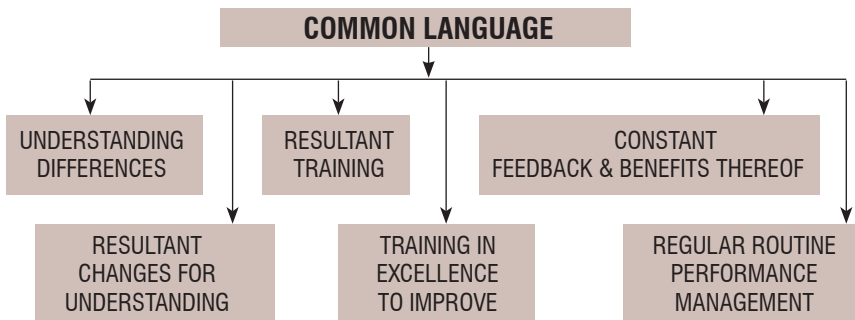


*But the poor cracked pot was ashamed  
of its own imperfection, and miserable  
that it could only do half of  
what it had been made to do.*



### **D. Create a common language across the company**

- Teach the Four Keys of great managers. In particular emphasize upon the difference among skills, knowledge and talents. Make sure people know that all roles, performed at excellence, require talent, that a talent is any recurring pattern of thought, feeling or behavior, and those talents are extraordinarily difficult to teach.
- Change recruiting practices, job descriptions and resume qualifications to reflect upon the critical importance and the broader definition of talent.
- Remove the remedial element from training. Send your most talented people to learn new skills and knowledge that can complement their talents. Stop sending less talented people to training classes to be 'fixed'.
- Give every employee the benefit of feedback. Know that 360-degree surveys, personality profiles and performance appraisal systems are useful as long as they are focused on helping the person understand himself or herself better and build upon his / her strengths. Stop using them if they are focused on identifying what needs to be fixed.
- Revise all training content to reflect the differences among skills, knowledge and talents. A great company is clear about what one can be trained in and what one cannot.
- Start the great managers' "performance management" routine.





**These mater keys, although not a substitute for great managers, are a valuable companion.**

If felt unturned, they allow conventional wisdom to create a climate hostile to great managers. With every policy, system and language built around its core assumptions, conventional wisdom is much louder than the small voices of dissent and forces each great manager to question even his/her most fervently held beliefs. In a climate like this, great managers cannot grow. They cannot refine their institutions with practice. They are too busy trying to stay clearheaded and to survive. However, when turned successfully, these master keys alter the whole company climate.

The climate becomes supportive of great managers, reinforcing their insights and

pushing them to practice, experiment and refine. In this climate great managers will thrive, employees will excel and the company will sustain growth. And conventional wisdom will be uprooted once and for all.

Let us remind ourselves that we as managers cannot make an employee productive. We are catalysts. Managers can speed up the reaction between the talent of the employee and the needs of the customer/company. Managers can help people find their path of least resistance to achieve goals.

This way, employees of the company can have a happy and prosperous career. But nothing can happen without major effect from the employees themselves.



# Turning the Keys

## A practical guide

Every great manager has his/her own style. But every great manager shares one common goal: TO TURN EACH EMPLOYEE'S TALENT INTO PERFORMANCE. The four keys below are about "how to attack this common goal?"

- SELECT FOR TALENT
- DEFINE THE RIGHT OUTCOME
- FOCUS ON STRENGTHS
- FIND THE RIGHT FIT

Bear in mind that these four keys are not the steps. They are not structured as a series of action designed to change your natural style. Rather, each one

of them is simply a way of thinking, which gives you a new perspective on the challenges we all face day-to-day.

If at all, the purpose is to help you capitalize on your style by showing how great managers think (based on interviews of 10 lakh employees and 8,000 managers), not to replace your style with a standardized version of theirs.

We have tried to pick and choose from many suggested ideas. We have made an effort to put them in the context of our work environment. We will continue to refine them, improve them and put them into a form that is liked by all of you.

### The art of defining/mapping the talent for a role

We agreed that the talents in a person are the recurring pattern of thoughts and behaviours. Also, now we know that everyone has some talent or the other. The question is whether there is a right fitment to do the job with excellence (use of talent is made possible with right fitment)

Skills can be transferred and knowledge acquired, but talent is either there or not – it cannot be acquired or transferred. But hard work and determination can be a person's mentor

It is believed that two out of the three talents defined below are a must for excellent performance. If someone has all three, it is even better



*After 2 years of what it perceived to  
be bitter failure, it spoke to the woman  
one day by the stream.*

## List of Talents Of the three types of talent, one should have at least one. Two is better, three best

### List of Talents

1. **Striving talent** is the why of a person.
2. **Thinking talent** is the how of a person
3. **Relating talent** is the who of a person

### Striving Talent

**Achiever:** A drive that is internal, constant and self-imposed

**Kinesthetic:** A need to expend physical energy

**Stamina:** Capacity for physical endurance

**Competition:** A need to gauge your success comparatively

**Desire:** A need to claim significance through independence, excellence, risk and recognition

**Competence:** A need for expertise or mastery

**Belief:** A need to orient your life around certain prevailing values

**Mission:** A drive to put your beliefs into action

**Service:** A drive to be of service to others

**Ethics:** A clear understanding of right and wrong which guides your actions.

**Vision:** A drive to paint value-based word pictures about the future

### Thinking Talent

**Focus:** An ability to set goals and to use them everyday to guide actions

**Discipline:** A need to impose structure onto life and work

**Arranger:** An ability to orchestrate

**Work orientation:** A need to mentally rehearse and review

**Gestalt:** A need to see order and accuracy

**Responsibility:** A need to assume personal accountability for your work

**Concept:** An ability to develop a framework by which to make sense of things

**Performance orientation:** A need to be objective and to measure performance

**Strategic thinking:** An ability to play out alternative scenarios in the future

**Business thinking:** The financial application of the strategic thinking talent

**Problem solving:** An ability to think things through with incomplete data

**Formulation:** An ability to find coherent patterns within incoherent data sets

**Numerical:** An affinity for numbers

**Creativity:** An ability to break existing configurations in favour of more effective / appealing ones



*I am ashamed of myself, because this  
crack in my side causes water to leak out  
all the way back to your house.*

## Relating Talents

**Woo:** A need to gain the approval of others

**Empathy:** An ability to identify the feelings and perspectives of others

**Relater:** A need to build bonds that last

**Multirelator:** An ability to build an extensive network of acquaintances

**Interpersonal:** An ability to purposely capitalize upon relationships

**Individualized perception:** An awareness of individual differences

**Developer:** A need to invest in others and to derive satisfaction in doing so

**Stimulator:** An ability to create enthusiasm and drama

**Team:** A need to build feelings of mutual support

**Positivity:** A need to look on the bright side

**Persuasion:** An ability to persuade others logically

**Command:** An ability to take charge

**Activator:** An impatience to move others to action.

**Courage:** An ability to use emotion to overcome resistance

*Make a list of 'Why' of the person you require (job profile), 'How' of the person when it comes to thinking and behaving and 'What' of the person (that is, how he relates to others).*

Take a job profile (KRAs required) for which you want to recruit or take the KRAs of an existing employee and see which talents are a must (take from all three types), list two from each and you know that it is reasonable to have talents (two in each type).

In addition to putting the required talents based on KRAs, we also require to test them with the culture of our company / organization, which is an entrepreneurial and not a structured organization. For example, if a business head is to be recruited, you require:

### 1. Striving Talent

**a. Achiever:** A drive that is internal, constant and self-imposed

**b. Vision:** A drive to paint value-based word pictures about the future

### 2. Thinking Talent

**a. Focus:** An ability to set goals and use them everyday to guide actions

**b. Strategic Thinking:** An ability to play out alternative scenarios in the future

### 3. Relating Talent

This depends on the kind of business the person is likely to handle. In our case (example) education business: multirelator and persuasion.

## Ground-level recruitment

### 1. Sales Executive

Achiever

Service

### 2. Thinking Talent

Focus

Creativity

### 3. Relating Talent

Multirelator

Persuasion

The above are examples of skills we have to develop to be able to define the talent required for each job



*The old woman smiled, “Did you notice that there are flowers on your side of the path, but not on the other pot’s side?”*

# Talent Selection

## The art of interviewing for talent

### “Which are the right questions to ask?”

#### 1. The interview for matching talent should be separated from the other discussions.

The candidate has to know many things about the work, compensation etc., and you too may have to see all the aspects before reaching a level of comfort to commit to each other.

The talent interview should be ‘standalone’ with the sole purpose to discover whether the candidate’s recurring pattern of thoughts, feelings or behavior match the current job and the jobs in the candidate’s career path for the foreseeable future. This in itself is difficult and lengthy, and hence, do not mix this up with other issues of employment.

The candidate should also know that the purpose is to learn about his/her talents. Let him / her know that it will be different from other interviews and will be more focused, and yet have more questions (which may sound unrelated to the job).

#### 2. Your questioning has to be open ended and you should try to keep quite and listen.

The best way to discover talent is by allowing a person to speak and reveal himself or herself by the choices he / she makes. Try and tailor your questions in a way that they mirror verbally what he / she will face on the job and how he / she would behave in many everyday situations which he /

she may face and will have the choice of responding in a number of ways. The person’s consistent response will be his / her performance.

Hence, ask open-ended questions that offer many different directions. Example: “How closely do you think people should be surprised?” or “What would you enjoy most in the proposed job?”. The direction the person takes spontaneously will be most likely his / her future behaviour.

It is best to pause and remain quite while asking the question. If the person puts a counter –question asking you to explain what you mean, do not give a straight answer. Instead, say: ‘I am more interested in what you have understood of the question. Or is it more important to know what I mean? It is your interpretation that is important. You answer my question in a way you have understood it.’

Also one more important lesson: Believe the answer, do not doubt his / her talent. Also, no matter how much you like the person by first impression, if you ask him / her how important it is to be the best, and the reply is “Well, I like to be the best, but mostly I just try to be the best I can be”, believe it. Trust that unaided response to an open-ended question is powerfully predictive.

Trust him no matter what you wanted to hear.



### 3. Listen for specifics.

Past behaviour is a good predictor of future behaviour. Therefore, as questions which will make the person go back and give specific - specific by time, person or event - replies. You will always want to listen to a specific example.

Also, note down what the person says from the top of his / her mind, because past behaviour will tell you about the future only if it is recurring, and recurrence should take place spontaneously. If answers are not specific, they are less predictive.

In case the answer is not specific, like yesterday or a month back, then you prod further by asking "Tell me more about that?", "Can you tell what happened?". Then try to assess how many details did the person provide, how articulate he / she was and whether you agree with the answers. These are sure shot questions for

finding out the person's talents.

### 4. Clues to talent.

There is no test method or interview mechanism which is able to define the talent profile of a person perfectly.

However, so far we have given a few clues. There are two more clues which might be useful so the picture slowly becomes clearer like in the case of a Polaroid camera. You can then compare his / her talents to those in your desired profile and assess the match. These two clues are:

- a. Rapid learning
- b. Satisfaction

#### a. Rapid learning

Any person who might have had a few roles in his / her career must have experienced: (i) Every time I make a presentation I have to remember what is the first step, what is the second and so on (ii) In some roles I perform, I do not need to remember any steps; I am able to take these steps with great ease.

A person, who has assertiveness as a talent will be able to put across arguments to the prospective buyer as if he has been able to see inside the mind of the buyer, and will utter the right words with ease.

Rapid learning, therefore, is a clue to a person's talent. Ask the candidate what kind of roles he / she has been able to learn quickly, Ask what



activities come naturally to him / her now as before. You will get more clues to the person's talent.

### **b. Satisfaction**

We discussed during a seminar that everyone breathes different psychological oxygen. What is comforting for one person can be a poisonous gas for another.

For example, despite knowing two plus two is four, every time an accountant does his books, adding two plus two to get four becomes a satisfying experience for him.

Similarly a great salesperson gets a kick out of turning a no into an yes and a waiter in a star hotel gets satisfaction by making a difficult / tough customer smile.

The source of satisfaction is a clue to the talent of the person. So ask what is his / her greatest personal satisfaction. Ask what kinds of situations give him / her strength, what he / she finds fulfilling. The answers will help you know what the candidate will be able to keep doing week after week after week.

### **5. Know what to listen for.**

Many of us have a list of a favourite set of questions we ask every time we interview someone. So do great managers, but with one difference. They ask only questions where they know how top managers respond.

In their mind, the how of the best answer is more important than the question itself.

In case you are interviewing a salesperson, it is an established fact that a great salesperson hates being doubted (because he has done his homework and knows the product he is wanting to sell; hence he has invested his time and energy).

So a good question to ask is: "How do you feel if someone doubts what you say?" Hence, you should ask more questions with "how" and "who" to discover whether the

candidate possesses other vital sales talents like assertiveness or a love of breaking ice with people.

The skill of "what to listen for" is a constant dialogue with your best-performing employees and not-so-good performers. Listen to the difference in the answers and that will help you develop these questions.

One more experiment is to keep note of all the questions you asked the prospective employees and record the answers of those who were hired. Check back to see if the people who subsequently performed answered well and in a consistent way.

This takes time and focus, but as with any art (it takes time to develop the art), the art of interviewing for talent will have to be cultivated



*That's because I have always known  
about your flaw, so I planted flower seeds  
on your side of the path, and every day  
while we walk back, you water them.*

# Performance Management

Turning the keys for excellence

## Feedback / Appraisal

How do great managers turn the last three keys every day, with every employee?

Performance management routine is about meetings and conversations, which force them to be focused on the progress of each employee's performance. Four characteristics are common to "performance management: routines of great managers:

### 1. Simplicity

Great managers do not like the complexity of most company-sponsored performance appraisal schemes. They don't want to waste their time by understanding and filling up the forms. They like a simple format: what to say to each employee and how to say it.

### 2. Forcing frequent interaction

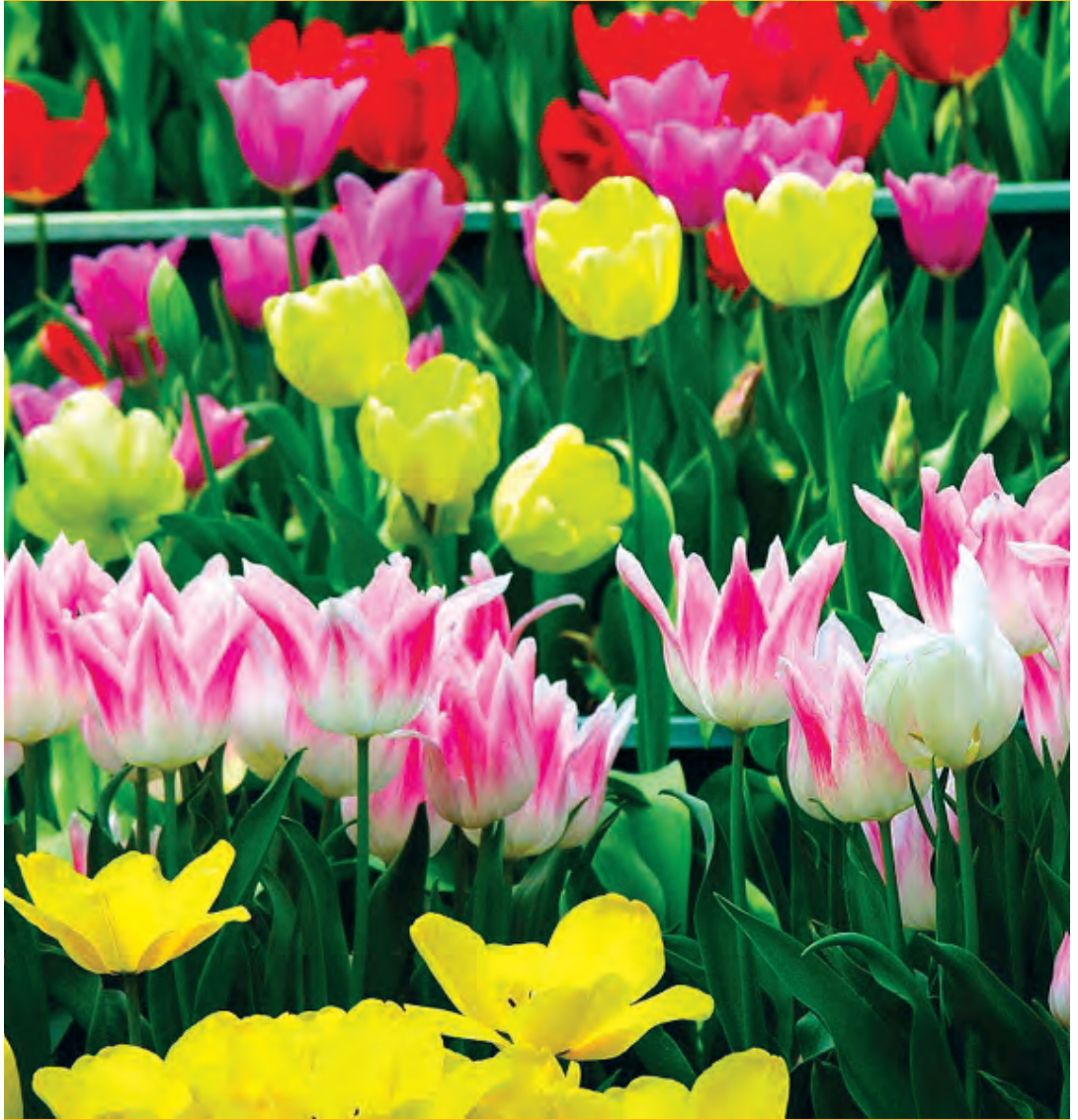
This interaction is between the manager and the employee. There is no point in meeting once or twice a year for appraisal. An yearly interaction misses details like an employee's recognition, relationship, goals, talents and weaknesses. It denigrates and weakens "potential" and "opportunities for improvement". The only way to capture details is to meet at least quarterly. At these meetings, an employee can express his views about the interactions he has had with his manager.

Similarly, the manager can suggest subtle things in his approval. In the intervening weeks between meetings, the manager and the employee are motivated to concentrate on events as they occur, because each knows that a forum for discussing these events would soon arise.

If you meet only once or twice a year, you are forced to drop your criticisms about the employee at once, like a bomb. It is this time when the employee inevitably withdraws and you have to jog your memory for examples to support your argument. By meeting often you avoid this battle of wills. The manager can look into areas of performance over a period of time. By doing this, the criticisms will be easier to swallow and the conversation will be more productive.

### 3. Focus on future

The first ten minutes of the meeting may be used for reviewing the past; the rest of the time may be used for the truly creative work. "What do you want to accomplish in the next few months? What measuring sticks should we use? What is your most efficient route towards these goals? How can I help?" These kinds of conversations are more energetic, productive and satisfying.



*Without you being just the way  
you are, there would not be this  
beauty to grace the house.*

#### 4. Asking the employee to keep track of his own performance and learnings

We practice the performance appraisal. An employee will be waiting to receive the judgment of the manager. At times he / she is asked to rate himself / herself before the company does so. The purpose of the self-assessment is for it to serve as a counterpoint to or comparison with the assessment of the manager. So the self-assessment becomes a negotiating tool - "I'll pitch mine high and we will probably end up somewhere in the middle" - rather than an honest evaluation of his / her own performance.

The best managers want their employees to write down their goals, successes and discoveries. This record is not designed to be evaluated or critiqued by the manager. Its main purpose is to help the employee take responsibility for performance. By doing so he / she will be accountable to the tasks performed.

If the relationship between the employee and the manager is one of the trust, he / she may share the document that records success and failure with the manager. This will lead the employee to the point of self-discovery.

These four characteristics (simplicity, frequency, focus on future and self-tracking) are the foundations for a successful performance management routine. If you follow the basic routine and incorporate it successfully, you will give yourself the best chance possible to define the right outcomes, focus on strengths and help each person find the right fit.

#### The basic routine – Strength Interview

1. What did you enjoy most about your previous work experience?  
What brought you here?  
(If an existing employee)  
What keeps you here?
2. What do you think your strengths are?  
(Skills, knowledge, talent)
3. What about your weaknesses?
4. What are your goals for your current role?  
(Ask for scores and timelines)
5. How often do you like to meet with me to discuss your progress?  
Are you the kind of person who will tell me how you are feeling, or will I have to ask?
6. Do you have any personal goals or commitment you would like to tell me about?
7. What is the best praise you have ever received? What made it so good?
8. Have you had any really productive partnerships or mentors? Why do you think these relationships worked so well for you?
9. What are your future growth goals, your career goals? Are there any particular skills you want to learn?  
Are there some specific challenges you want to experience? How can I help?
10. Is there anything else you want to talk about that might help us work well together?

The purpose of these questions is to learn about an employee's strengths, goals and needs as he / she perceives them. Note them down. Your purpose is to make him / her productive.



*Each of us has  
our own uniqueness ...*

## The performance planning meetings

To help the employee prepare, ask him / her to write down answers to these three questions before each meeting:

**a. What action have you taken?** These should be details of his / her performance over the last three months. He / she should include the scores, ranking, ratings and timelines if available.



**b. What discoveries have you made?** These discoveries might be in the form of training classes he / she attended or they might simply be new insights derived from an internal presentation he / she made or “getting to know others job” sessions in which he / she participated or even a book that he / she read. Wherever they came from, encourage him / her to keep track of his / her learnings.

**c. What partnerships have you built?** These partnerships are the relationships he / she has formed. They might be new relationships. They might be relationships with colleagues or clients, professional relationships or personal ones. It is up to him / her to decide, whatever he / she decides, it is important that he / she takes responsibility for building his / her constituency, inside and outside the company.

At the beginning of the meeting, ask a, b and c. Write down the answers and keep a copy. He / she should keep a copy too. If he / she wants to share the answers with you, wonderful, but

do not demand it. Either way, use the answers as a beginning point to discuss his / her performance over the previous three months. After about ten minutes, direct the conversation towards the future, drawing on the following questions:

**d. What is your main focus?**

What are his / her primary goals for the next three months?

**e. What new discoveries are you planning?**

What specific discoveries is he / she hoping to make in these months?

**f. What new partnerships are you hoping to build?**

How is he / she planning to grow his / her constituency in this period?

You will know the right words to choose instead of discovery or partnership. In our Group’s case, you will use learnings or team-building or finding the right person to help overall performance improve.



*You've just got to take each person  
for what they are and look  
for the good in them.*



After the first quarter, ask the employee to write down answers for a, b and c once again and repeat the same. As you talk through his / her successes, struggles and goals, keep focusing on strengths by setting expectations that are right for him / her, by helping to perfect his / her style and by discussing how you can run interference with the person.

Repeat this routine at the next three-month interval and the next until the annual cycle is complete.

By the end of the year, you will have met at least four times. You would have learned more about his / her behaviour or thought process and perhaps helped him / her after knowing these. You may have changed his / her opinions about certain issues and needs. You will have been close to him / her through some difficult times and through some successes. You have disagreed on some things and agreed on much. By all this, you will have developed a realistic interest in his / her success and, important, he / she will have a record of it all.

### Career Discovery Questions

At some point during your performance planning meetings, the employee may want to talk about his / her career options. He / she may want to know where you think he / she should go next. However, you choose to handle these conversations and each will be unique, according to the potential and the performance of the individual employee. You need to ensure that, over time, two things happen.

First, the employee needs to become increasingly clear about his / her skills, knowledge and talents.

Second, he / she needs to understand, in detail, what this next step would entail and why he / she thinks he / she would excel at it.

**You can use the following five career discovery questions at different times to prompt his / her thinking:**

1. How would you describe success in your current role?

Can you measure it?

Here is what I think (add your comments).

2. What do you actually do that makes you as good as you are? What does this tell you about your skills, knowledge and talents? Here is what I think (add your comments).

3. Which part of your current role do you enjoy the most? Why?

4. Which part of your current role are you struggling with? What does this tell you about your skills, knowledge and talent? What can we do to manage this? Training? Positioning? Support System? Partnering?

5. What would be the perfect role for you? Imagine you are in that role. It's 3 pm on a Thursday. What are you doing? Why would you like to so much? Here is what I think (add your comments).

These questions, scattered throughout the year, will function as cues to get the employee thinking in detail about his / her performance. Together, you will then make a better decision about his / her future.

## Section I – Key Result Areas – Review (60% weightage)

No	Key Result Areas	Unit of Measurement	Weightage	Performance		Ratio (actual v/s target)	Rating	Weighted Avg (Rating Weightage)
				Target	Actual			

Action Plan :

*Rating Scale to be used for year end rating*

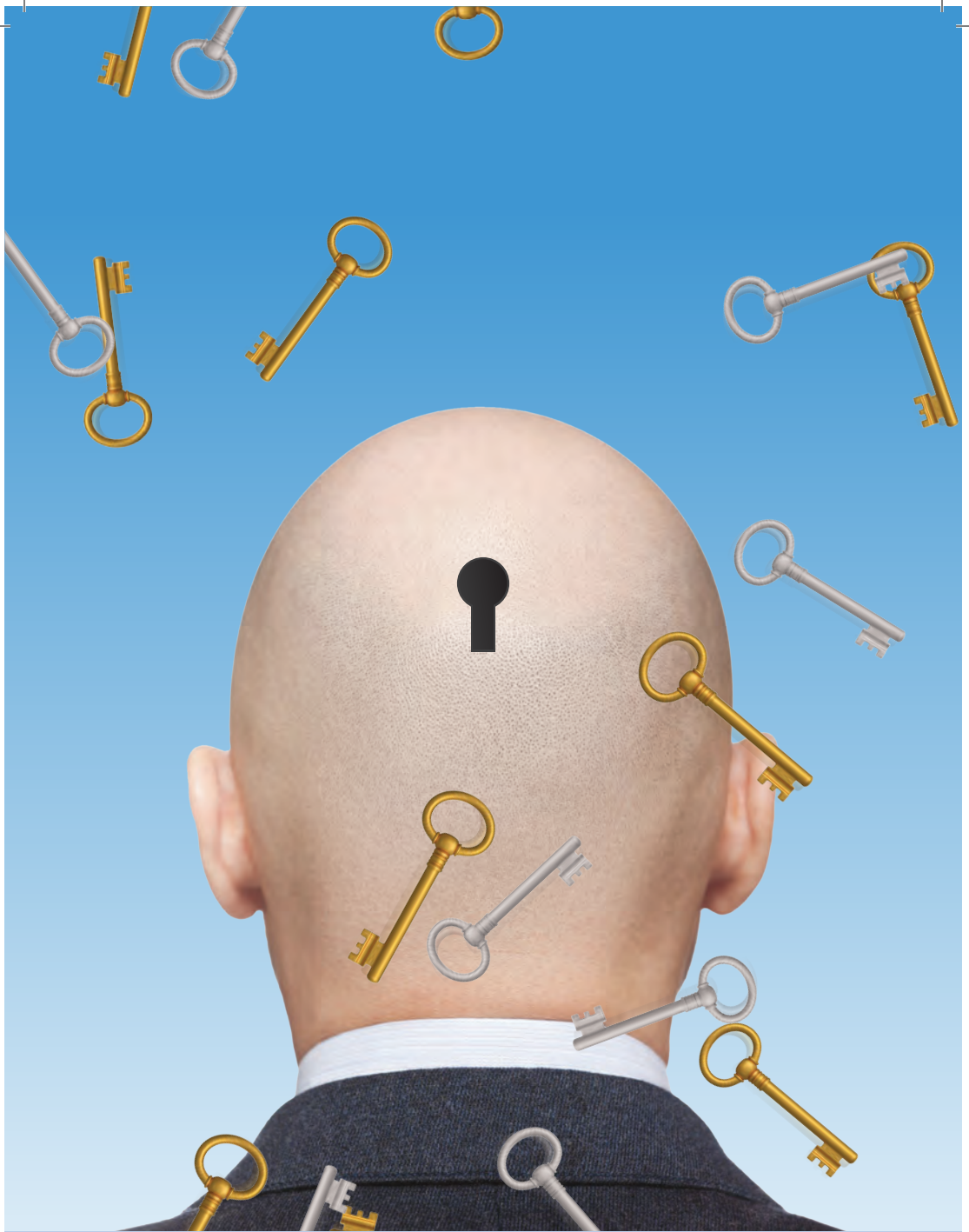
Rating 1	Rating 2	Rating 3	Rating 4	Rating 5
Ratio .69	Ratio .7 to .79	Ratio .8 to .89	Ratio .9 to .99	Ratio 1+
Poor	Average	Good	Very Good	Excellent (on target performance)

## SECTION II - EXECUTIVE FEEDBACK FORM (40% weightage)

1. Do I know what is expected out of me?
2. Do I have the necessary materials and equipments to do my job right?
3. At work do I have the opportunity of doing what I am best at doing?
4. In the last several days, or few weeks, have I received recognition or praise for good work?
5. Does my boss, or someone at work, seem to care about me as a person?
6. If there someone at work who encourages my development?
7. At work do my opinions seem to count?
8. Are my colleagues also committed the same way as I am?
9. Do I have a best friend at work?
10. In the last six months, has someone talked with me about my progress?
11. In the last one or two years have I had the opportunity to learn and grow?
12. Is my job important to achieve the vision / mission of the company or its promoters?

## SECTION III – PERFORMANCE GRID

K R A  S C O R E	5	HK-LV				HK-LV
	4					
	3					
	2					
	1					
		LK-LV				LK-LV
		1	2	3	4	5
FEEDBACK SCORE						



**Disclaimer:** It is to acknowledge that the material for this reference booklet has been adopted from the book **first, break all the rules** by *Marcus Buckingham* and *Curt Coffman*

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