




J.A. Strategies, LLC

KRIEGER SOLUTIONS LLC

Present

Managing Performance Remotely

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for Victim Assistance Programs Funded by:
New York State Office of Victim Services

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OVS Resilience Webinar Series

Managing and Supporting Staff Remotely
Caring for Yourself While Caring for Others: Self-Care and Stress Inoculation
Managing Yourself Remotely: Time & Task Management
Financial Sustainability for Victim Assistance Programs
Psychological First Aid: Supporting Others in Managing Stress
Building and Managing Teams Remotely
Creating a Trauma-Informed Environment for Children

May 13, 2020 – Managing Performance Remotely

Visit ovs.ny.gov/training for more information!




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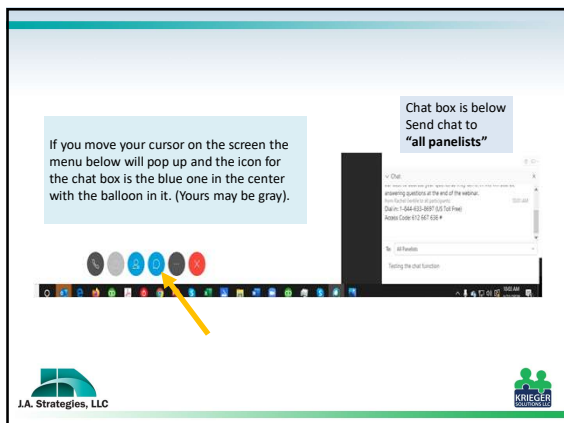
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Individual Coaching	30 min sessions	Provides participants access to one-on-one, tailored support for:
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Group Coaching	60 min sessions	Leverage the power of peer wisdom and support discussing a wide range of leadership challenges. Sessions provide confidential:
		<ul style="list-style-type: none"> • Access and connection to agency and program leaders you may not know • Opportunities to share challenges and successes you are facing in this unique new working environment • Facilitation by a skilled leadership coach

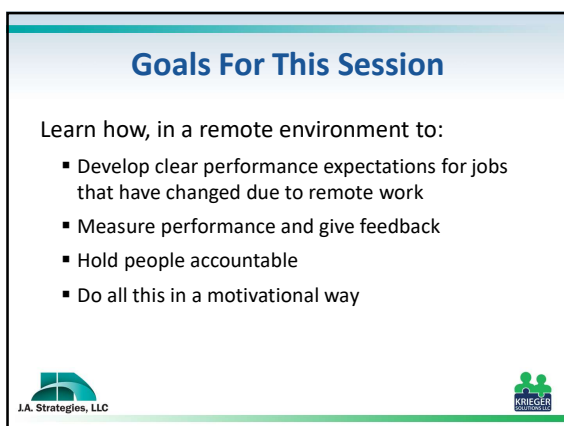
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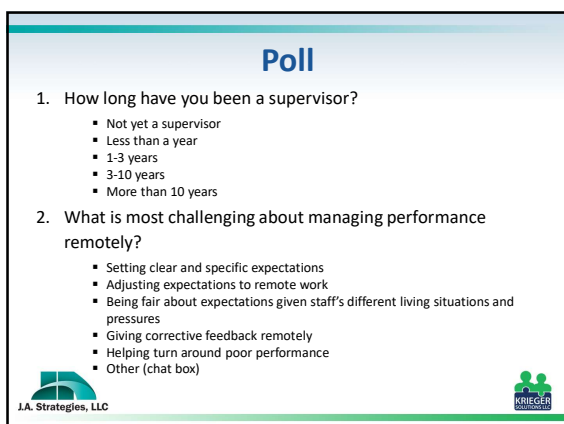

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What Is Accountability?

Being responsible for meeting measurable performance expectations.








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Why Talk About Accountability Now?

Accountability is always a challenge for supervisors

In this remote environment it's even more challenging:

- You're not able to sit in the same room
- Jobs have changed and are still changing
- Staff have additional stressors/demands on their time
- Clients have additional stressors and needs
- Morale is already low



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The Right Tools

Clear and precise performance expectations are the critical leadership tool for successful accountability.

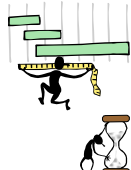
Other important tools include:

- Constructive feedback techniques
- Problem solving strategies
- Remote communication systems



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Effective Performance Expectations Have To Be SMART




- **S** – Specific
- **M** – Measurable
- **A** – Agreed upon
- **R** – Realistic
- **T** – Time bound

Review any changes with HR!





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Specific



Measurable






Make the expectation behavioral



Action Oriented

~~Skills~~
~~Knowledge~~



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Specific and Measurable

Some of your staff's work is very measurable:

- Number of clients contacted
- Number of outreach calls
- Number of claims processed

Some is not as easily measured:

- Taking initiative
- Being cooperative/team player
- Being supportive
- How they participate in discussions/meetings








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Joe and Rosa

- Rosa is project lead
- Joe is helping
- Rosa wants more detail
- Joe feels that it's enough
- Joe blows up

*Jot down what might have been
Joe's behaviors*











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Examples of Personal Characteristics, Traits or Internal States... **Not-Behaviors**

- Feeling angry
- Having a bad attitude
- Being closed minded
- Not a team player

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Which Of The Following Are Examples Of Specific And Measurable Behavior?

Not cooperative

Not summarizing what he hears

Raising his voice

Rude

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Internal States or Traits Include...	Behavioral (SMART) Examples Include...
<ul style="list-style-type: none"> Feeling angry 	<ul style="list-style-type: none"> Short, abrupt, speaking in an angry tone
<ul style="list-style-type: none"> Bad attitude 	<ul style="list-style-type: none"> Interrupting Making strong negative comments
<ul style="list-style-type: none"> Being closed minded 	<ul style="list-style-type: none"> Rejecting ideas without exploration Not taking time to listen
<ul style="list-style-type: none"> Not a team player 	<ul style="list-style-type: none"> Doesn't respond Doesn't take on tasks Doesn't stay with schedule as negotiated

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The Two Parts of Behavioral Performance Expectations

The **task**
to be done





The quality **standard**
to which it is done

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The Task - A Verb and A Noun

- Register a new client
- Write a grant
- Document an incident
- Develop a new service procedure
- Clean the floor

For Joe:

- Assist Rosa
- Listen
- Share ideas

Write down a few
for your own job.

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Quality Standard	
Task:	Quality Standard
▪ Assist Rosa	<ul style="list-style-type: none"> ▪ Ask questions to fully understand what Rosa needs ▪ Provide the assistance requested
▪ Listen	<ul style="list-style-type: none"> ▪ Before responding, reflect back to what Rosa said to be sure you heard it right
▪ Share ideas	<ul style="list-style-type: none"> ▪ Facilitate problem solving, build on Rosa's ideas

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S · M · A · R · T

SMART performance expectation:

- ✓ Specific
- ✓ Measurable
- Agreed Upon
- Realistic
- Time Bound

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A = Agreed Upon


The employee understands what the supervisor means by each standard.

The employee **agrees** with the supervisor's definition.

e.g. "accurate" = zero errors, all fields complete and all required paperwork attached

Or "accurate" = no more than one error per day

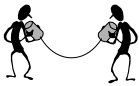
Both parties agree on how the employee will report progress to the supervisor and how often the supervisor will check in





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R = Realistic

- Realistic - reasonable for experienced employee in a specific position




- Expectations at the "effective" level
- How is that different when working remotely with remote clients? Has "**realistic**" changed?

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T = Time Bound



Time Element


- Length
- Frequency
- Deadline

Again, how is this different when working remotely? Does "**time**" change?






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S · M · A · R · T Performance Expectations





- Specific
- Measurable
- Agreed Upon
- Realistic
- Time Bound

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Any questions about SMART?



- How or why to write a Specific and Measurable, behavior-based performance expectation?
- How or why to reach Agreement on the expectation?
- Determining what's Realistic?
- How to write a Time element into the expectation?

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Review: Benefits of Specific and Measurable Performance Expectations

- Motivates employees: increases clarity and confidence in understanding expectations
- Makes it easier to give corrective feedback
 - More objective / Reduces defensiveness
 - Promotes behavioral change
- Empowers employees/minimizes micro-management:
 - Focuses on end results/outcomes
 - Gives employee room to complete as they think best






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Corrective Feedback

Key to effective feedback

- State the expectation and the problem behavior
- Explain why it matters – what's the impact?
- Then switch to listening and facilitate problem solving

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Corrective Feedback



E.g: Joe when talking to Rosa...

Expectation:

- Take time to listen and understand
- Share ideas to facilitate problem solving

What happened:



- Behavior:** When talking to Rosa:
 - your tone of voice was negative and harsh
 - you argued instead of collaborated
- Impact:**
 - Rosa felt attacked and unsupported,
 - The project was further delayed

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Coaching Joe

- Once you deliver your feedback, stop and listen
- Paraphrase / summarize Joe's response even if you don't agree
- Then let Joe know what you do agree with and what you don't
- Guide Joe through problem solving to come up with a solution that Joe supports **and** meets your expectations

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SMART can also make Positive Feedback more powerful

Instead of "thanks for helping out the new caseworker"



Give feedback based on specific expectations; cite **behavior** and **impact** of behavior.

Behavior:

- Took a moment to check in
- Heard what they were finding difficult
- Helped them think through the answer

Impact:

- New staff felt included, respected, cared for
- Work performance improved, clients better served



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Evaluation / Accountability

If crystal clear about expectations...

- Easier to hold staff accountable
- Evaluations become a simple yes or no
e.g. they are accurate or not, polite or not

Feedback is more powerful and motivates toward the *exact performance* desired.

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Additional Training and Technical Assistance Support (TTAR)

For more information about TTAR services, go to
<https://ovs.ny.gov/training-technical-assistance-request>

For more information about / recordings of past webinars, and to find out more about coaching services, go to:
<https://ovs.ny.gov/vap-training-center>
 Or to sign up for coaching, go to:
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Questions & Concerns?

Type them into the Chat Box

Or Email us later:

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- alan@KriegerSolutions.com

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