

# GENERATION Y PERFORMANCE REVIEWS

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# COVERING

**1. Review Process - Weaknesses**

**2. Suggestions & Solutions**

**3. Performance Strategies**

→ With Application to Generation Y

→ Varies between companies



# ISSUES

Reverse Engineered

Relationship to Salary?

Too broad - lose focus

Evolved from Baby Boomer Era & Issues

Individual Review Focus not  
Company Performance

Clinical & Procedural vs Relational

Stressful and Demeaning



# REVERSE ENGINEERED

- Pre-set goals
  - Salary bands?
  - Score bands?
- But what if HR did a great job?
  - Company full of 'hot shots'?
- 'performance 3.61' or 'curve 3.61' ?



# SCOPE: BREADTH & FOCUS

- Scope – Overly Ambitious
  - Set standards
  - Determine benchmarks
  - Give feedback
  - Coach staff
  - Drive pay rises
  - Determine promotions
  - Reward on merit
  - Measure performance
  - Document incidents
  - Meet legal obligations
  - Develop talent
  - Outline training requirements
  - Plan careers
- highlight weaknesses
- raise the alarm for bad employees
- give warnings
- justify dismissals



# SCOPE: BREADTH & FOCUS

Loses focus - passes through:

- Lawyers
- Psychologists
- Technical experts
- Managers
- Team leaders.

Result = Filtered / manipulated by Team Leaders

- Bring their own focus (within the given range).
- Can compensate for weakness
  - e.g. - dealing with poor performance
  - providing regular feedback
  - etc



# RELATIONSHIP TO SALARY

Feeds into salary verses doesn't affect salary

- Does = affects openness (won't share weaknesses).

Companies recognise the problem

- Doesn't = What! (Yeah right!).

Or is another system (unwritten?) used to determine performance based salary? Or is performance not related to salary?

Very problematic if not handled right!



# EVOLUTION

- Baby boomer background.
- Company loyalty not an issue
- Heading up the chain.
  - Remove barriers
- Different expectations in relating to ‘boss’ (vs ‘coach’ for Gen Y)
- Focus: Not about retaining employees or creating the right environment for them.



# CLINICAL VS RELATIONAL

- Patient / Doctor feel.
- Gen Y – daily feedback, communal, relational.
- Marriage Analogy → Gen Y & Baby Boomers.
- “Engage” programs of the financial sector (e.g. ANZ).



# INDIVIDUAL FOCUS

- From Corporate to Individual (downward).
- Gen Y perform better the other way around - Engaged, involved, environment.
- Focus shift

“ How are we performing at providing an environment that works for you? ”

“Y shd i work 4 u ?”

Not one size fits all!



Tailor Solutions

- ‘Engagement’ stats (David Croston - sited Courier Mail 7 Sept 08)
  - Better profits (Best = 2 points above - have 70 to 80% ‘engagement’ score vs average of 50%),
  - Better share performance (29% above market average).
- Must Learn how to tailor work and environment.

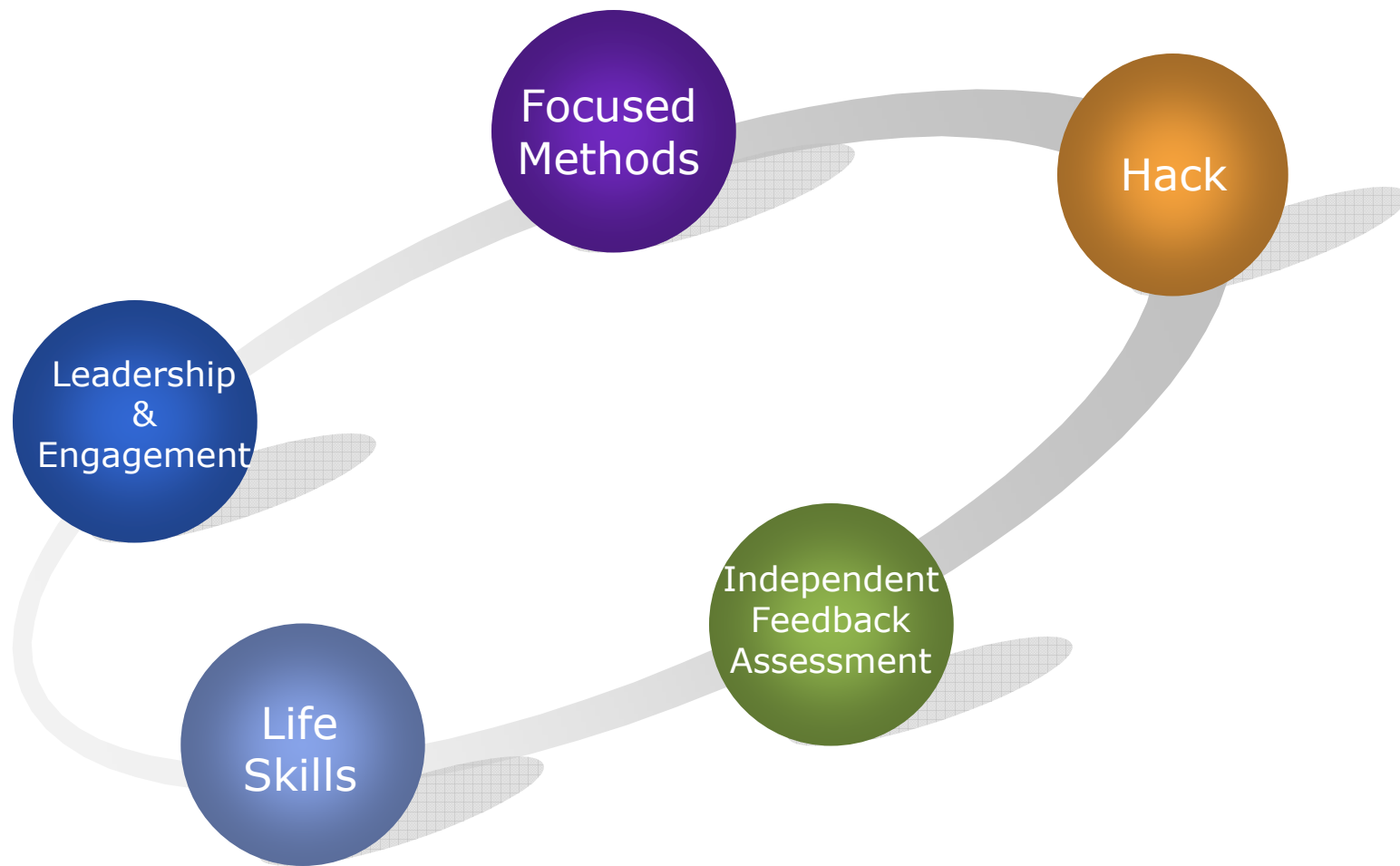


# STRESSFUL AND DEMEANING

- ❖ For Employees & Leaders in the process.
- ❖ Bad medicine?
- ❖ Argument = gets the results
  - Wrong message
    - > won't be tolerated by Gen Y.



# SOLUTIONS AND SUGGESTIONS





# HACK

- ❖ Not a neutral system
- ❖ Context:
  - company goals – legal, psychological, administrative, cultural, etc
  - Narrower use of the tool (boss biases / focus).
- ❖ What is your boss' focus?  
How will he/she use the tool?
  - e.g. Teamwork vs Individual bias?
  - Signed confession vs Development bias?
- ❖ Boss focus → company action.
- ❖ Understand your context.



## FOCUSED METHODS

- ❖ Generation Y – ‘Sound bite’ generation.
- ❖ Break down mega systems into many micro systems that are targeted, routine, part of company DNA  
How to cover items in previous list → Reduce stress.
- ❖ Very clear, precise and transparent.
- ❖ Remove procedures where possible – replace with communication / relationship  
- no substitute for leaders that engage Gen Y
- ❖ Train leaders in soft skills / emotional intelligence / not to hide behind systems.



# INDEPENDENT FEEDBACK ASSESSMENT

- ❖ Independent third party or group.
- ❖ Maintain Company Health & Culture (Stop rot and festering).
- ❖ 'Corporate Court of Appeal'
- ❖ Confidentiality guaranteed.
- ❖ Feedback repository –  
passively and actively get feedback  
(by staff on staff + external clients/customers on staff)
- ❖ Investigative authority
- ❖ High level of independence and authority
- ❖ Quick identifying of serious performance/cultural issues → Firing.
- ❖ Small to mid sized companies  
– maybe one advisor / counsellor.
- ❖ Varying levels of formality – from official body to company counsellor.
- ❖ Help leaders.

For those wanting some  
Performance Improvement Tips:

Gen Y issues (refer handout)

- ❖ Information Flow: Inbox Zero + 43 Folders + Remember the Milk = 😊
- ❖ Life Systems Integration
- ❖ Whole of Life Management – [LifeHack.org](http://LifeHack.org)

# THE END

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GÉNÉRATION



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