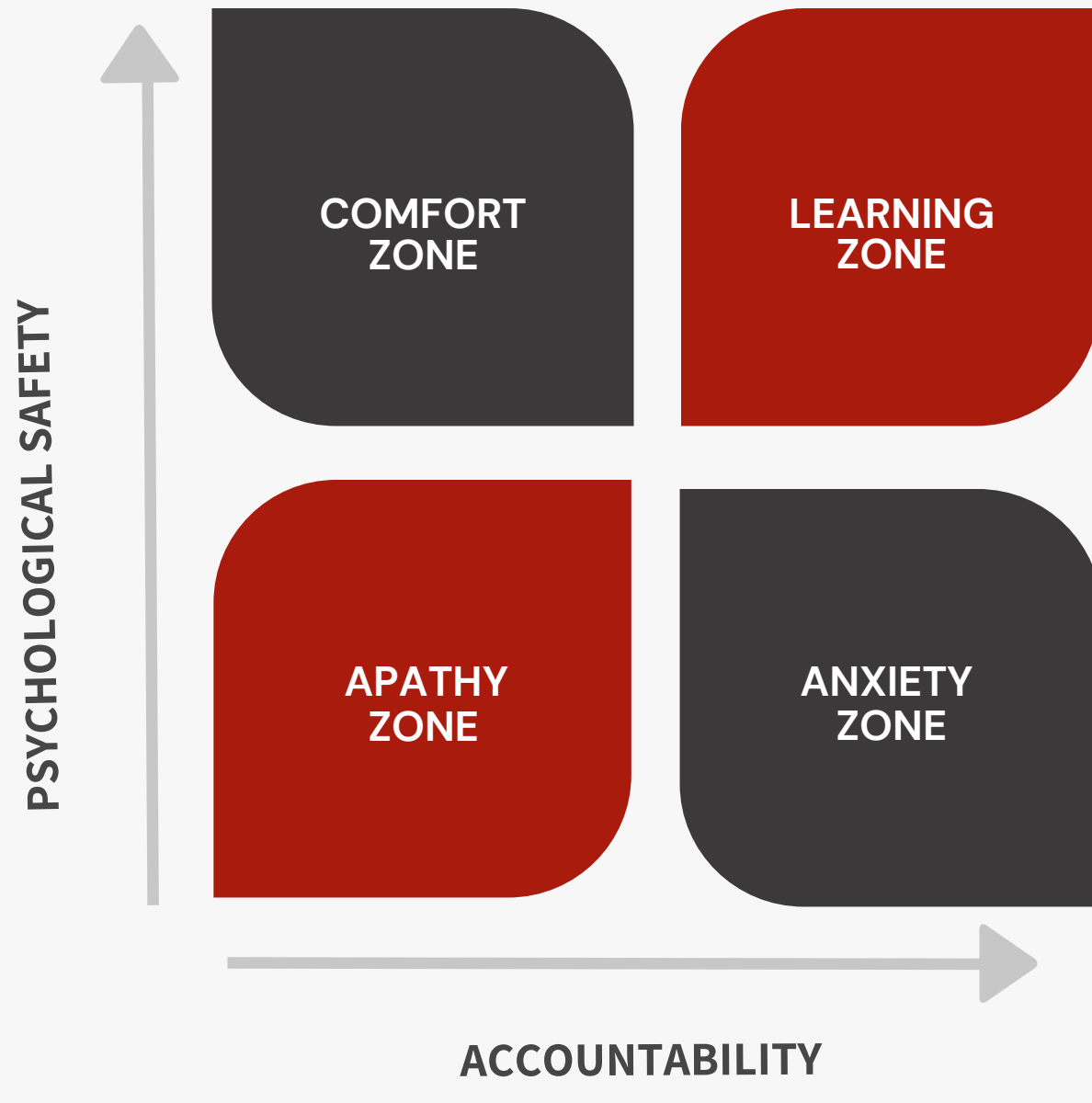




Managing Performance Is More Than A Process -  
It's About People

# Performance Conversations Made Easy



When psychological safety exists without accountability, people tend to stay within their comfort zone.  
When there's accountability but not psychological safety, people tend to stay silent in an anxiety zone.  
When we combine both, people move to the high performance, learning and challenge zone.

- Amy Edmundson

## Is it safe to speak up?

### Hard Realities People's View About Yearly Appraisal Systems

Clear Review  
<https://www.valamis.com/hub/performance-management> (2022)



**62%**

Feel their performance review was incomplete

**48%**

Did not feel comfortable raising issues with management

**61%**

Feel the process is outdated

**74%**

Feel they would be more effective with more frequent feedback

**68%**

Of executives don't learn about performance concerns until the performance review

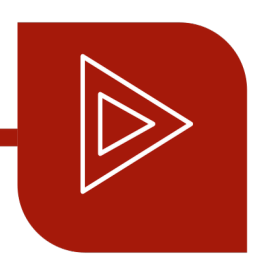
**31%**

Of employees feel their conversation has little or no focus on wellbeing and development

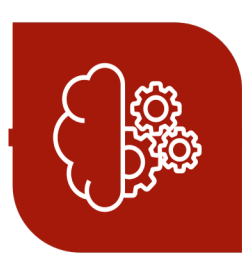
## THE HUMAN EDGE CASE STUDY

The Human Edge facilitated a Performance Conversations and Accountability Enhancement 18-month journey with a client in the financial industry. The Executive team, Senior Managers and Supervisors from a division within the company attended **Crucial Conversations for Accountability**. Below is a summary of the project objectives, results and impact.

### Project Phases



INITIATION



PROGRAMME  
ROLL-OUT



POST  
PROGRAMME  
FEEDBACK



POST  
PROGRAMME  
APPLICATION  
AND SUPPORT



IMPACT  
FEEDBACK

### Key Objectives

Assist team leaders and line managers with instilling a culture of accountability within their teams where teams and individuals hold themselves and others accountable in a healthy and effective manner.

Improve the regularity and enhance the quality of performance conversations.



### Accountability Challenges

- Project deadlines not met.
- Product specs not met.
- Targets not achieved.
- Relevant people not included in deadline or timeline discussions.
- Critical information not communicated.
- Line managers not dealing with escalations timeously.
- Performance Review deadlines not met.
- "One-sided" conversations.
- Managers do not follow through on commitments.

What are  
**Crucial Moments**?  
Pivotal moments,  
choices, or actions  
that will affect  
everything that  
follows.



### Crucial Moments Impact After 18 Months

Risks with regard to psychological safety in the organisation during **Crucial Moments** lead to silence or verbal violence and/or a lack of accountability. Application of the **Crucial Accountability** skills indicated a significant improvement in addressing and resolving the following **Crucial Moments**:

- Broken commitments without proper warning or discussion with the right stakeholders.
- Pressure to get things done.
- Poor teamwork.
- Resistance to change.



**100%**

of delegates use the **Crucial Accountability** skills for more than performance review conversations.

### Testimonials

- "Benefits for me are that I am able to have open and honest conversations with my team and my manager, everyone takes full accountability and responsibility for their own work and they are looking forward to working even harder for higher ratings."
- "I was able to ask about actual scenarios that are currently in play in my team, the tools were discussed and guidance was provided on the best way forward."
- "I have learnt how to bridge performance gaps to enhance accountability and organisational success and also reinforce accountability in the workplace." "This has helped me have a conversation with the team where we both set clear expectations up front and what we both can do differently to ensure the process is not emotionally draining but actually a meeting both parties look forward to."
- "Using skills to make it psychologically safe and to facilitate a 'two-way', collaborative conversation."

**81%**

of managers who attended **Crucial Accountability** training increased their performance feedback regularity to once a month or more.

## What was the impact?



1

#### Start With Heart

Stay focused on what you really want for all involved.

2

#### Psychological Safety

Take steps to re-build safety when others get defensive.

3

#### Contract

Set clear expectations that allow for continuous review.

4

#### Be Intentional

Address performance gaps early and often; make performance conversation skill building a priority.