

**As a Matter of Fact:**

Only 14% of employees strongly agree their performance reviews inspire them to improve. Gallup has found that **when managers provide weekly (vs. annual) feedback**, team members are:

- 5.2x more likely to strongly agree that they receive meaningful feedback;
- 3.2x more likely to strongly agree they are motivated to do outstanding work;
- 2.7x more likely to be engaged at work.

So, it's not the annual rating but the ongoing and personalized investment that inspires workforce performance!

- The Gallup Organization

According to Gallup: "In recent years, many leaders have started asking themselves, "Why do we do this in the first place?" Are our performance reviews really helping us get the most out of our people and engage them? When organizations put their performance management system under a microscope, the answer is a resounding "NO." It does not equip, inspire and improve performance. It is not the best system for determining pay and promotion. And it costs organizations a lot of money – as much as \$2.4 million to \$35 million a year in lost working hours for an organization of 10,000 employees to take part in performance evaluations – with very little to show for it. But unarguably, assessing, confirming, correcting and reinforcing performance that produces key results, cannot be abdicated. So, while supervisory leaders may be required to complete annual appraisals – they should not confuse that one action with their responsibility to oversee, assess and co-create inspired workforce performance. This requires an individualized, ongoing and meaningful connection, and collaboration with employees. If you don't know how to inspire performance beyond the ratings sheet – your own or others' – you may not have asked the right questions! Learn how to use powerful techniques and strategies to optimize performance - rather than just rating it.

Ready to enhance your leadership skills? Check out these resources!

Helpful tip: If the Skillsoft links below do not work for you, just copy the title into your Component's learning management system to access these resources.

"If we practice being spectacular long enough, spectacular will become our way of being." – Robin Sharma

Watch and Learn – Want to know more? Get wiser in just 4 minutes!**Hear from Industry Experts****[Balancing Performance and Potential.](#)**

2-minute video

**[Performance Management Requires Clear Expectations.](#)**

2-minute video

Engage and Explore – Have more time to invest in your success? Micro-learning segments in these courses can be helpful!**Courses****[Leading through Inspiration](#)**

In this course, you'll learn about the characteristics that inspire people. You'll also learn about traits and behaviors that inspirational leaders exemplify. Finally, you'll learn about the role of clear, credible, and persuasive messages in providing inspiration. *31-minute course*

[Keeping Top Performers Challenged](#)

In this course, you'll learn how to identify your top performers. You'll also learn how to keep engaging and challenging them by providing the right environment, leadership, and communication.

19-minute course

Read or Listen – Interested in digging deeper? Delve into these books, available in multiple formats!**Books****[Committed Teams: Three Steps to Inspiring Passion and Performance](#)**

Committed Teams delivers practical guidance on how to manage teams in a way that both inspires team members and encourages them to stick to their commitments.

4-page book summary

[Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward, Sixth Edition.](#)

This book covers all the essential aspects of improving organizational, team and individual performance through reward processes, including financial and non-financial rewards, job evaluation, grade and pay structures, rewarding specific employee groups and ethical considerations. *392-page book*

Apply and Grow – Ready to practice? Try these steps to increase your leadership success!

Inspired Individuals Inspire Performance The reality of working in an organization is that ratings assess the degree to which outlined goals and results are attained – but inspired performance isn't just about ratings. It's about individuals. Understanding what inspires individuals helps organizations ensure that people are in the right jobs, with the right tools, the right environment and the right support. Ask each team member to reflect in advance and come to a discussion with answers to the following questions: 1) When I am inspired, I know it because... 2) When I am inspired, I show it by... 3) The last time I was inspired to learn or try something completely new was... 4) The reason I was inspired to try something completely new was... 5) I am inspired to go above and beyond to improve or advance something I already do when... 6) I would like others to be inspired by this aspect of my performance... 7) As a customer, I know I am the recipient of inspired performance when I experience... 8) What motivates me externally to do my best is... 9) What motivates me internally to do my best is... 10) How well I do my work impacts others in the following ways... 11) I am inspired by what percent of my work portfolio... As a team, learn how to see, value and support the factors that impact each other's inspired performance. Create a shared dashboard using symbols or images to represent three factors that the team has in common and use those symbols throughout the year to recognize each other for inspired work!

Be the Inspiration You Want to See in the World! Inspiring engaged performance is often as simple as letting someone know that they matter, that they are valuable, and that they are important. Use these tips to inspire performance by elevating your own leadership behaviors: 1) Say "please" with specifics and mean it. By minding your manners and recognizing that you are asking something of another human being, you convey that their reality, time and energy matters. 2) Say "thank you" for specifics and mean it. Appreciation, gratitude, and recognition not only mean that their effort matters, but that they are noticed. Being known is one of the deepest human drives, and by letting someone know they are seen, you are validating their worth and individual value. 3) Say "I'm so sorry" with specifics and mean it. When a person shows humility, accountability and empathy – they are demonstrating leadership – and gaining the credibility that earns them confident followers. 4) Commit to transparency. People respect a leader who trusts them with the truth. Providing insight into difficult decisions also helps others understand the bigger picture, or factors that they did not think of. It also encourages them to be transparent with you – so that you are never blindsided by things you do not know. Transparency, integrity and leadership are inextricably linked. And 5) Every single day, ask at least one person "What mattered to you today?" – you'll learn more about what matters, what doesn't, what's working, and what's not than all the weekly reports will ever tell you.

Invest and Inquire – Want more? Check out these DHS Leader Development tools and resources!

- To learn about strategies for day-to-day leadership success, join an upcoming [LDP Learning Café](#) or check out podcasts of previous ones!
- [The Coaching Talent Bank](#) is a one stop shop for those seeking a coach – invest in your leadership success and contact a coach directly.
- Interested in increasing your leadership potential? Learn more about [Leadership Bridges](#) for resources and opportunities.
- Find out more about requirements and options for [Supervisors, Managers and Executives](#) and targeted development for [Team Members and Team Leads](#)
- The [DHS Leader Development Speakers Talent Bank](#) provides organizations great options for learning facilitators, and invites talented presenters to join!
- Visit the [DHS Leadership Library](#) for more books and articles to help you lead.
- Catch someone in the act of being a leader! Send a ["Caught You Leading! Keep It Up!" Leader Gram](#) today!
- For more information and resources visit [DHS Leader Development Program](#) or contact your Component [Leader Development Action Officer](#)