

10 Ways Leaders Aren't Making Time for their Team Members



The results of a recent study conducted by The Ken Blanchard Companies and *Training* magazine suggest that leaders are falling short in meeting the expectations of their direct reports when it comes to performance management, growth, and development. ¹

PERFORMANCE PLANNING—Setting clear goals



- 1 Discussing, prioritizing, and agreeing on job functions **28%** Below Expectations
- 2 Clarifying how goals are to be measured **34%** Below Expectations

DAY-TO-DAY COACHING—Helping people reach their targets



- 3 Paying attention to performance **31%** Below Expectations
- 4 Providing direction and support **25%** Below Expectations
- 5 Giving feedback on progress **32%** Below Expectations

PERFORMANCE EVALUATION—Reviewing results



- 6 Preparing for the annual review **24%** Below Expectations
- 7 Conducting the review **24%** Below Expectations
- 8 Perceived fairness of the review **31%** Below Expectations

JOB & CAREER DEVELOPMENT—learning and growing



- 9 Providing ways to grow in current job **29%** Below Expectations
- 10 Preparing team members for career advancement **39%** Below Expectations

Performance communication gaps drain overall organizational vitality through lowered employee intentions to stay with an organization, endorse it as a good place to work, and apply discretionary effort as needed.

Four ways to reduce gaps in your organization:

- 1 **Examine the design of your performance management system.** Are managers setting clear goals, providing day-to-day coaching, and conducting fair, unbiased, and helpful performance reviews?
- 2 **Make time to meet with your people.** Are managers meeting a minimum of two times per month to discuss progress and employee needs for direction and support?
- 3 **Review your annual review process.** Instead of once a year, conduct 90-day mini reviews that eliminate surprises, allow for mid-course corrections, and keep communication channels open.
- 4 **Don't forget job and career development.** Make sure all performance review sessions include time to discuss job and career growth to show that team members are valued in the present and also in the organization's future.

