

***Fire Up! Your Employees and Smoke your Competition;
How to Invite, Incite, and Ignite Employee Performance***

By Jay Forte



Section 2: INCITE Performance

Millennial managers INCITE performance when they customize employees' roles and create performance expectations. This customization encourages employees to think and act like owners and connects employees emotionally to their roles.

Chapter 8: Activate Owner Thinking – Customized Roles and Performance Expectations

“The best executive is the one who has the sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.”

Theodore Roosevelt

Note: Before starting this chapter, go to www.FireUpYourEmployees.com, click on “Beyond the Book” and print the supporting exercises and worksheets for chapter 8. This text includes the information you need; the website gives you access to the exercises, worksheets, and activities you will need to fully complete this chapter and to advance your learning through practice.

You want only the best or A-level performers, those employees who make a significant difference in performance. The selection process is critical; hiring employees who have the right talents INVITES the best person for the role. This also prepares you for the INCITE and IGNITE components of the Fire Up! ProcessSM. If you do not bring in the right employees (those who think in the right way for the role), then you will need to continually watch over them (micromanage) in order to achieve the results you need. However, if properly matched to their role, you can allow the employee more ownership

Fire Up Your Employees and Smoke Your Competition

and freedom in the role, since they connect to what needs to be done and how to do it – it matches their thinking.

We are now ready to introduce part two of my Fire Up! ProcessSM: INCITE Employee Performance. This section looks to activate employees and help them think and act like owners. INVITE was about finding and hiring the right employees (*connecting them intellectually to their roles*). INCITE is about customizing their jobs, creating performance expectations to *connect them emotionally to their roles*. Chapter 9 will introduce Part three of the Fire Up! ProcessSM: IGNITE employee performance where you spend time with your employees through feedback and development to *connect employees emotionally to you, the manager, and to the workplace*.

Consider this: studies indicate employees change jobs every eighteen to thirty-six months and will change careers ten or more times during their worklife. However, it is my belief the constant employee movement is more a function of employee mismanagement than of employee restlessness in the workplace. Younger generations do need significantly more distractions and energetic work environments, but not all younger employees are anxious to change roles with the current frequency. Instead, when given the right responsive workplace, employees from every generation commit to more significant attendance, passionate performance, and overall loyalty. That proves that you, a successful manager, have the ability to significantly encourage greater loyalty from employees – if you understand how to attract and retain employees in a millennial work environment. And once this environment is in place, we have the mechanism to start on our process of extraordinary customer service.

Most organizations use standard job descriptions to define employee responsibilities. Since our business world changes so quickly, these standard job descriptions frequently limit employee performance instead of encourage it. To guide you in developing a more nimble and flexible performance system, and one that connects each employee emotionally to their work, review the steps of the INCITE portion of the Fire Up! ProcessSM:

Fire Up Your Employees and Smoke Your Competition

1. Establish and review standard job descriptions to ensure employees are aware of fundamental responsibilities.
2. Add job sculpted responsibilities to customize additional responsibilities in the employee's talent and interest areas *and* address business opportunities and issues from the Business Review (Strategic Update).
3. Create specific performance expectations that define *what* needs to be done but leaves the *how* to the employee to develop, implement, and achieve.
4. Tie the performance expectations to profitability and performance metrics.

As these steps are completed, they address business issues, ensure all position responsibilities are completed, and customize each role so employees are more engaged and interested. When these steps are combined, you provide a customized and high-energy work environment that appeals to your employees – you encourage them to think and act like owners, and connect them emotionally to their work. This is how to INCITE employee performance.

To begin the INCITE component of the Fire Up! ProcessSM, we first focus on the business review. This is to ensure that as new employees are added or existing employees are moved, you fully understand and constantly match the needs of the business with the talents and interests of the team.

The Business Review (Strategic Update) Process

Locate the Business Review (Strategic Update) worksheets in the materials printed for this chapter from the website. Using the worksheets, review the impact of economy, manpower, competition, pricing, funding, or other factors affecting the external environment. The more you know about your world, the more you can lead and guide your employees to respond and be successful, and to anticipate influences on your business. Seeing a new trend will inform the savvy manager about the need to develop employees in new areas to proactively respond. And as you are working on ways of connecting employees more powerfully to their roles, you must know of events that will impact the business and how to activate your employees' talents to respond. The Business

Fire Up Your Employees and Smoke Your Competition

Review (Strategic Update) worksheets should be completed at minimum every quarter; monthly if the pace of change requires it.

Next, still working from the Business Review (Strategic Update) worksheets, and from the information gathered, identify any new or modified business opportunities. These opportunities may be changes in services, products, locations, responses to competition, pricing, or other events. Record all of your ideas and thoughts; the goal is to create a list of things to *consider*. Without a recurring process to review business opportunities, employees will not be ready to push these opportunities into results for the organization or to own them as part of their roles.

Finally, review issues, events, or activities in the workplace (for the organization) that are needed but have not yet been completed. This can include markets that have not been developed, surveys that have been planned but not yet completed, initiatives that have not been started – the things you know must get done but have not yet been completed. Most of us have lists of projects we know would make a difference to the organization if completed but never quite seem to have the time. Recording these events on this Business Review (Strategic Update) keeps you aware of these issues so they can be considered when creating customized components of employees' roles and in discussions of their development and careers.

Now that a review of the environment, opportunities, and uncompleted projects is completed, summarize the five most significant issues, challenges, or opportunities that your organization faces. *This is the list that you must address with the talents we find in your workplace (or identify the need to source missing talents)*. Now that you have this list, complete the final section that looks to define the talents, skills, and resources present in the workplace that can address these issues, challenges, and opportunities. You now have a punch list of critical business issues and the opportunity to sculpt your employees' roles around these needs and their talents and skills. This blending not only addresses core business issues but also INCITES employee performance as they connect to roles that are in line with their thinking AND make a significant difference in the organization.

Fire Up Your Employees and Smoke Your Competition

Time for Practice

From the worksheets you printed for this chapter from the website, complete the Business Review (Strategic Update) for your team, department, or organization. Complete this activity before moving on.

Job Sculpting

With this critical information, you now are ready to address the concept of job customization known as job sculpting. All employees want to work in areas that appeal to them. As you start the process of connecting your employee to his/her work, review the Talents, Interests, and Values worksheet. (Ensure that you have the worksheet completed on each employee. Review the worksheet as part of the pages printed from the website for this chapter.) As you better understand your employees *and* your current business environment, you will be able to *identify particular high value tasks that both need to be done and are in line with the interests of your employees*. Job sculpting is the process to add responsibilities to standard job descriptions resulting in customized roles for each employee. This customization connects employees emotionally to their work; it engages employees and responds to the organization's strategic needs. Once job sculpting has been done, you will be able to create meaningful and empowering employee performance expectations.

Let's start this focus on job sculpting with a look at standard job descriptions. Job descriptions provide a great fundamental value and should be the first step in helping employees fully understand their roles and required performance. Standard job descriptions can be very effective for the following reasons:

- They focus on training for critical and fundamental skills needed to be effective in each role. This allows all employees to develop stronger skills in areas that help their performance.
- They allocate the job tasks evenly to ensure that no employee's position is disproportionately complex or time consuming. This helps employees to feel their jobs are fair and take into account their lives outside of work.

Fire Up Your Employees and Smoke Your Competition

- They try to standardize repetitive functions so as employees change roles, new employees can advance through the learning curve quickly to be effective and contributing.
- In the aggregate, they ensure the responsibility for all critical functions in the organization is assigned and these functions will be completed.

To make standard job descriptions more empowering and more customized, job sculpting can be added. Though the employee is still responsible for all of the standard job description components, his/her role is continually customized by adding high-value tasks that appeal to the employees *and* address business needs and opportunities.

Let's review several examples.

1. You have a sales associate who has the responsibility to connect with customers and professionally handle sales transactions (job description). She also has the ability and interest in gathering information about the buying trends of customers. A sculpted component of her role may be to design a customer survey, gather the information, summarize it, and re-merchandise a retail location based on the results. Though this may not be part of the standard job description of a sales associate, it may be exactly the right sculpted job component for this employee – and it would benefit the business.
2. You have a sales manager who is great at building lifetime relationships with customers and inspiring his sales team to perform (job description). He also is a great educator and can easily present and explain information. A sculpted component of his role may be to create a sales curriculum, product education seminar, or a program on negotiations, and teach this subject to the appropriate personnel throughout the organization. Though it may not be part of the role of a sales manager, it may be exactly the right sculpted job component for this employee – and it would benefit the business.
3. You have a delivery employee who has an excellent driving record, great rapport with customers, and knows the laws and regulations governing interstate commerce (job description). He is also interested in working on repackaging products so they ride and look better and in spending time with younger drivers in

Fire Up Your Employees and Smoke Your Competition

a peer mentoring role. A sculpted component of this role may be to spend one afternoon a week with the production and shipping teams to redesign packaging. It also may include the creation of a peer mentoring program that starts first in shipping and then includes other departments. Though it may not be part of the role of a delivery person, it may be exactly the right sculpted job component for this employee – and it would benefit the business.

Review the Job Sculpting worksheets and the Employee Talents, Values, and Interests worksheet included with the materials printed for this chapter from the website.

The Job Sculpting Process

This is the overview of how to job sculpt.

Select a role from the organization. Using the Job Sculpting worksheet that you printed from website (www.FireUpYourEmployees.com), list the role's most significant job description components; this confirms the role's responsibilities. Next, review the employee's talents, interests, and values from the worksheet of the same name. Compare what the employee is engaged by and interested in to the business needs identified in the Business Review (Strategic Update). Brainstorm with the employee any options that INCITE or activate the employee *and* address a business issue or opportunity. Record all of your ideas for consideration. Circle several of the ideas that are most important, most appealing, and can create the most impact.. Create no more than four tasks or new responsibilities that will be added to the employee's role to create a more customized and sculpted role. Not only will this engage the employee by offering meaningful and exciting performance areas, but it will encourage the employee to step up and own the performance because the employee will create the implementation plan for this new responsibility. Your job as a manager will be to work with the employee to create a meaningful and practical implementation plan, and help the employee achieve the plan.

Reconsider my earlier discussion of the need to treat employees like assets, not expenses. Investing in assets requires time, research, and effort. The process of customizing a job takes time. Next, I'll introduce the process of creating performance expectations – which again takes time. Though the time investment decreases over time, it is still a more

Fire Up Your Employees and Smoke Your Competition

significant component of management than before. But, as employees step up, work in their talent areas, and work their performance plans, they need less micromanaging and more feedback, coaching, and development. These will be developed in chapters 9 and 10 and will show you how you will have time to help employees perform when you commit to hiring the right ones, set them up with clear expectations, customize their roles, and provide the opportunity for them to own their performance. In exchange for this significant investment in each employee, employees now perform at exceptional levels, own their performance, and remain with organizations for greater periods.

The goal of the INCITE component of the Fire Up! ProcessSM is to see that the more an employee has a customized performance role, the more the employee connects *emotionally* to the role. In the INVITE section, you connected the employee *intellectually* to the role by matching it to his/her thinking and talents. Intellectual connection is important but it is only a portion of what it takes to be successful. Couple this intellectual connection to the role, with a powerful emotional connection to the role, and employees are significantly more engaged in their performance. The final component in chapters 9 and 10 will be to show how to connect employees emotionally to you, their managers. When all three forms of connection are in place, employees are engaged, and they perform at exceptional levels; they are more loyal. This is the key to managing in an intellectual workplace.

Things to Consider

- What is the most significant benefit of job sculpting for your organization?
- What can be the most significant benefit of job sculpting for your employees?
- What do you anticipate the response of your employees to be when you start job sculpting with them?
- Will your employees perceive it as more work or as an exciting opportunity to work in areas they love? How can you influence this perspective?
- How can your employees help you create and update the Business Review?
- Do you have open and honest discussions about the factors that affect the business and the contributions employees make in the workplace? If not, why not?

Fire Up Your Employees and Smoke Your Competition

Time for Practice

From the worksheets you printed for this chapter from the website, access the Employee Talents, Values, and Interests worksheet and the Job Sculpting worksheets. Select one of your current employees. Be sure you have an Employee Talents, Values, and Interests worksheet completed or updated for this employee. Next, update your Business Review (Strategic Update). Now complete the Job Sculpting worksheet for this employee; *ensure that your sculpted options match your business needs with the talents and skills of the employee*. Brainstorm options with the employee if possible. Create one or two customized or sculpted job components. Complete this activity before moving on. We will use this information next to create performance expectations.

Performance Expectations

Our final step in the INCITE Employee Performance component of the Fire Up! ProcessSM introduces performance expectations. For intellectual-age employees to be successful, they must be clearly know and understand their performance expectations. These are the tangible performance requirements that are defined by management, but the process to achieve them remains the responsibility of the employee. Think of it as defining *what* must be done in the role; the employee will be allowed to create the *how* to do it.

Employees choose to perform or not. As I presented in the discussion about intellectual capital, it is the employee's choice to fully participate intellectually or not; they own their brainpower. You INVITE their performance and contribution by developing a powerful workplace culture, hire them for the right job, and now INCITE them to perform by customizing their jobs (activating their emotions about work) and clearly defining performance expectations that allows them to have a voice in how they do their work. This is a critical difference from command-and-control management. Today's form of engage-and-inspire management realizes that for an employee to think and act like an owner, he/she must, in fact, be allowed to own his/her performance. When managers dictate both the *what* and the *how* of performance, they create blindly compliant employees. In today's quickly changing workplace, you need committed, not compliant, employees. You need employees who understand what should be done, and because they

Fire Up Your Employees and Smoke Your Competition

have the right combination of talents, they can create a meaningful way to achieve it without your recurring fundamental daily instruction.

My perspective is the more managers tell employees what to do, the less these managers activate the thinking of their employees. Successful managers clearly define expectations, then allow employees to have a voice in determining how to achieve the expectations; this activates employee thinking. Many managers, however, still have the perspective they must tell employees what and how to do their jobs, and not allow them the freedom to own their performance. This happens because managers either mistrust that employees will deliver the results or feel that they will lose control as a manager. However, when the right (talented) employees are hired and are guided by clear performance expectations, employees actively contribute, perform, and take ownership for their work. Successful managers clearly define their expectations then allow employees to build the action plan to achieve their expectations and to own their work.

There are two primary situations that preclude managers from giving more control to employees; these situations relate to safety or accuracy. These are situations or responsibilities that require managers to mandate the steps of performance instead of leaving the performance steps up to the creative plans of employees. Procedural compliance in aspects of hiring, shipping, health and safety, laws, or financial accuracy generally are not the areas for creative responses. These areas are intended to be supported by standard job descriptions or organizational policies. Performance expectations are for areas where employees have the freedom to choose the process of task or role completion. So as you start the process of creating performance expectations, you will need to identify safety and accuracy job components and mandate their performance steps. All other components can allow employees to have more input in determining how to achieve their performance objectives.

Before the performance expectation process is presented, remember that you, as manager, still retain control over this process. As employees propose action plans to achieve their performance expectations, they review them with you. *You maintain approval or veto authority.* You have the ability of revising plans, changing steps, and influencing the

Fire Up Your Employees and Smoke Your Competition

process. However, the more you allow your employees to create and direct their implementation plans, the more they own them. You will also notice that as your employees develop the confidence to create powerful implementation plans, your role in these plans will move more to monitoring and coaching. Until employees feel confident and see they do indeed have the ability to create the implementation plan (which may be contrary to the current organizational culture), you will need to help them through the process.

The final component in this discussion of successful performance expectations is to include a financial metric. Performance expectations define the standard job description or sculpted job task when done well. For a retail store manager, a performance expectation may be to *create a customer-friendly store that is personal, easy to navigate, and high energy*. You first notice this is an expectation that does not need mandated steps of performance; the employee can have great autonomy in creating this outcome. Though this is better than a standard job description, it is not as powerful as it could be. To add greater impact to the performance expectation, link the expectation to a financial metric, such as, *create a customer-friendly store that is personal, easy to navigate, and high energy that increases sales of Product XYZ by 3 percent over the next three months (or achieves a customer satisfaction survey rating of 4.5 out of 5 over the next three months)*. Now, as the employee executes his/her implementation plan, he/she is also driving the bottom line or satisfaction initiative. This realization now ensures that all employees have a more significant role in driving, contributing to, and owning results, which significantly impacts owner-thinking.

Examples of financial metrics that can be linked to the performance expectation could be:

- Grow sales of a particular product by ____ percent through merchandising the product based on store demographics. The employee would be responsible to develop the approach for the merchandising where the ultimate goal and its measurement of success would be a certain percentage increase in sales of a product, product caption, or overall location.
- Improve customer satisfaction rates by ____ percent as summarized by responses in a customer survey. The employee would be responsible for perhaps training all service

Fire Up Your Employees and Smoke Your Competition

employees in more dynamic service methods that would result in increased customer loyalty or by a particular score (or higher) on a customer survey.

- Create a plan to grow ancillary or complementary products that support a major merchandising line or product by \$_____. Do this by selecting the complementary products, merchandising them, and assessing customer reactions.
- Reduce overtime (or total wages) in a particular department by \$_____ by a review of staffing roles, manpower, and hours.
- Reduce employee sick time _____ percent by creating a wellness program and a life balance program.

Let's review the steps to complete the performance expectation process.

To create a powerful performance expectation, I recommend starting with a review of standard job descriptions and any added job sculpted tasks; this creates the population of responsibilities that can be considered for performance expectations. Select any of the responsibilities that do not require safety or accuracy – these are capable of having employees invent implementation plans and do not require management to mandate the performance steps.

Let's check back on the retail store manager we mentioned earlier. One of his/her standard job descriptions is to “hire, schedule, and manage the staffing for the location.” A performance expectation starts with the job description or job sculpted task, then focuses on the outcome. Let's see the basic job description transformed into a complete performance expectation:

Ensure a highly competent, well trained, and adequate supply of retail sales employees that reduces overtime expense by 3 percent over the next six months.

Now, in addition to knowing what is expected, the employee also has financial targets that, when achieved, drive the organization's results.

Once the performance expectation is established, we review of the talents and skills required by the employee to achieve the expectation. Any missing employee skills (things

Fire Up Your Employees and Smoke Your Competition

that can be taught) need to be addressed; missing talents indicate that the wrong employee may be in this role. Remember, I said that if the wrong employee (one who does not have the talents for the role) is in charge of this performance expectation, he/she will not be able to develop a suitable achievement plan – it is not in his/her talent area. If the employee is missing skills to implement this expectation, you define the missing skills and create a plan for the employee to acquire the skills. In this example, the employee may need to learn about hiring for talents, talent-based interviewing, and creating a powerful employee-focused workplace culture. Once the skills have been achieved, the employee is ready to continue creating the performance expectation plan.

Next, the employee identifies implementation plan ideas to achieve the performance expectation. This may require the employee to do some research, investigate options, or confer with others. When ready, the employee presents the implementation plan options to you. You and the employee, together, discuss the plan options and collectively decide on the right approach, define reporting and performance targets and the role you will have in managing and monitoring the process. Though it is important to allow the employee to invent and own the achievement plan, it is still critical the plan be successful. This will require a formal review and management process.

Here are some tips in *creating* successful performance expectation plans:

- Allow the employee to create the entire plan; if you feel it is incomplete, do not do it for him/her, send him/her back to try again with some instruction in the areas you feel are missing. Be there for guidance, not to do his/her work.
- Define the date the plan is due to you and the areas the plan should cover at an initial meeting.
- Set up dates to review progress and answer questions; this will avoid arriving at the plan due date and having it incomplete or missing key information or having the employee feel overwhelmed by the process of creating a plan. Be sure to go over the components of the plan that you think will need to be present and then allow the employee to fill in the details.
- Require the employee to do his/her research when creating the plan. For instance if the plan addresses the performance expectation of increasing store traffic by 3

Fire Up Your Employees and Smoke Your Competition

percent over the next ninety days, the employee may need to research the cost of new shelves, lighting, signage, or other things that may draw attention to the store. Remind the employee that the solution and steps are his/hers to create.

- Be available for comments, guidance, and support at all points in the creation of the performance expectation plans.

Measure and Manage

The final component of the performance expectation process is to develop a measurement and management plan. As you allow your employees to do more of their actual work, you actually become more of a reviewer, coach, educator, and even mentor. Managers now take the time to work on plans with employees, track progress on performance expectations, train, and educate. In the process, employees now advance both performance and results. A significant successful by-product is that employees become more committed and engaged in the process and build a stronger relationship with management. Employees now feel their voices matter, their roles makes a difference, and they see their personal impact on the organization's performance and profitability; they now see the impact of their work. This INCITES true owner thinking, fired up employees, and extraordinary performance. This creates the powerful emotional connection employees need in their roles.

Consider the following tips in *managing* performance expectation implementation plans:

- Reconfirm plan progress dates. Develop a reporting worksheet that keeps track of plan required dates and progress report dates.
- Define a progress report for the project. Review the progress on a regular basis or at key dates. Depending on the complexity of the plan, some may need frequent review dates and others may need review only when problems are encountered or challenges are experienced.
- Develop an applause response for employees who advance their plans and achieve their expectations.
- Build in time each week to spend time with each employee on some aspect of their plans. It may be in teaching a process, discussing options, traveling to

Fire Up Your Employees and Smoke Your Competition

inspect a purchase, directing to others with more information, or any other contact.

When completed, you have a formal performance expectation, tied to a performance metric, an effective implementation plan, and a management plan. This ensures that the performance (standard job description or sculpted task) stays on track and a stronger emotional connection is built between you and the employee. Complete these for all job description and job sculpted responsibilities that do not require mandated performance steps due to accuracy or safety. This ensures an employee is aware of his/her expectations and has had a voice in the creation of the expectation's implementation plans. This truly encourages a more emotional connection to the employee's job and more owner-thinking.

I recommend you start with several performance objectives that can be easily achieved over a short period of time. This encourages confidence in both you and the employee. The next chapter will introduce the performance feedback process to help you stay in touch with the employee about his/her performance, coach and guide him/her, but hold him/her accountable to the established progress and deadlines. The more the employee sees that he/she is given control and held accountable for performance, the more he/she uses his/her talents in his/her role, feels more engaged, and performs at a significantly greater level. Trusting an employee with greater responsibility can be a difficult thing. It should be done wisely and after a clear assessment of whether the employee has the talents and skills to achieve the performance expectation. Start small; expand as the employee is ready.

At no time in this approach do you lessen your expectations of employees. This is not about coddling employees; employees are fully accountable for their action or inaction, and with the performance expectation process, employees are actually more accountable than before. Extraordinary performance remains your goal. This process encourages employees to step up and act like owners; this process empowers employees to be in charge of their performance and contribution. Each step of the Fire Up! ProcessSM is designed to shift responsibility and ownership for performance back to employees. Management becomes more of a coach, mentor and educator. Today, you must inspire

Fire Up Your Employees and Smoke Your Competition

and engage your employees to influence them to fully participate, perform, and make a difference. New methods – new world.

Things to Consider

- How do you anticipate your employees will feel when given more responsibility in determining how to complete their work?
- How often do you feel you should update your Business Review (Strategic Update)? Why or why not?
- Should employees help you update your Business Review (Strategic Update)?
- What is your greatest fear or apprehension about passing more control to employees?
- How can creating performance expectations that tie to metrics be used to determine how to pay employees?
- What stops employees from thinking and acting like owners?

Time for Practice

From the worksheets you printed for this chapter from the website, access the Performance Expectation worksheets. Using the employee you selected to complete the job sculpting exercise, review the employee's standard job description, and select one responsibility for which a performance expectation can be created. Complete the Performance Expectation worksheet. Then, select one of the sculpted additional responsibilities for the employee. Create a second Performance Expectation worksheet. Host this with an employee if possible. Complete this activity before moving on.

Fan the embers – A summary and review

1. Inciting employees is about activating their passions and emotional connection for their work.
2. To INCITE employee performance, start first by completing a Business Review (Strategic Update); this assures you know the issues and opportunities affecting your business. It also allows you to assess your team's talents and skills to know who can help address the issues and opportunities identified on the Business Review (Strategic Update).

Fire Up Your Employees and Smoke Your Competition

3. Review standard job descriptions. Use standard job descriptions for all tasks that involve safety or accuracy – for tasks that require mandating the steps of completion. For other aspects of each employee’s role that will use the talents and skills of the employee, set up performance expectations that define their expectations but allow them to develop the implementation plans.
4. Job sculpting is the process of adding responsibilities to employees that both address a business need (or opportunity) *and* appeal to the talents, interests, and values of the employee. The more an employee’s role is customized, the more emotionally connected employees feel to the work. Include no more than four sculpted components to each existing role.
5. Once employee’s roles have been customized, it is time to set performance expectations. These define what performance is expected, then allows the employee to define the plan to achieve the expectations. This creates a stronger sense of employee ownership and contribution. Performance expectations can be created for job sculpted components and for standard job descriptions that do not include safety or accuracy mandates.
6. Allowing employees to have a greater role in *how* they complete tasks encourages performance so long as the right employee is hired.
7. Management must still be involved in setting the actual performance expectations and the related link to financial measurements with input from the employee.
8. All progress on performance expectations should be summarized regularly; successes must be applauded and sub-standard performance must be coached and counseled. Feedback is critical for all successful implementation of performance expectations.
9. Spend time with each employee to develop meaningful and achievable performance expectation plans. Build relationships with the employees, share meaningful information, and help establish standards for performance that are both fair and include a stretch for growth and performance.