



DPMAP: 21st Century Performance Management

IMCOM Update - #15

DPMAP: Feedback Builds Trust

One aspect of both a culture of high performance and effective organizational performance management is the level of trust between supervisors and employees.

Trust between supervisor and employee is essential in high-performing organizations and a key part of effective performance management. Ongoing discussion about these behaviors leads to consistent application, which helps to create a culture of high performance. Whether you are an employee or a supervisor, utilizing effective trust behaviors is a critical element of performance feedback.

Here are some trust behaviors to consider:

- Engaging and Motivating
- Sharing of Information
- Planning Work
- Assigning and Managing Work
- Finding Solutions and Removing Barriers
- Providing Continuous Feedback
- Appraising Performance
- Managing Talent

One of the guiding principles of performance management is to create a culture of engagement by fostering ongoing feedback. Another principle is to emphasize the ongoing nature of performance management throughout the entire performance appraisal cycle and deemphasizing the final performance appraisal discussion. Performance feedback is continuous and meaningful, and should always be two-way.

This collaborative engagement by employees has the potential to increase the effectiveness of the supervisor and the productivity of the work unit. Open, honest and/or direct feedback is very important because it builds trust between employees and supervisors. Supervisors who encourage and engage in open feedback and discuss with employees how they plan to use this feedback can increase engagement and team productivity because employees will feel a sense of ownership in the organization when they see that their input is valued and included in decision-making.

Until next time.....Stay Tuned and Stay Positive!