

TROJANTODAY

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The End of the Dreaded Yearly Performance Review, pt. 3

by *Bebecca Boartfield*

"In our last two articles, we've been working our way through the process of transitioning from annual performance reviews to goal setting. The first, entitled *The End of the Dreaded Yearly Performance Review (Part 1)*, focused on why you should consider a change in overall performance management. The second, entitled *The End of the Dreaded Yearly Performance Review (Part 2): Proactively Managing Performance with Goal Setting*, outlined how to create goals for your employees.

In this final installment on this topic, we will look at the critical piece of monitoring employees' performance and providing all-important feedback, both positive and constructive. Much like the typical performance review, goal setting will not work if the employee is not receiving feedback.

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In talking with thousands of employers nationwide about various HR-related issues, problems, or concerns, we often ask, when the issue is related to performance, “Have you talked to the employee?” Too frequently, the answer is no. How can anyone expect an employee to continue good work or stop bad work when they don’t know what the employer wants? And, really, that’s the bottom line with feedback – giving the person an opportunity to know what’s working and what is not.

Feedback is not an absolute cure, but it is fundamental and necessary if your objective is to turn things around. There are no guarantees, but that shouldn’t stop the employer from trying. Employees are the life of an organization; investing in them is one of the best ways to improve a business as a whole, and feedback can be an integral part of that improvement.

Monitoring Performance

Before anyone can provide feedback, however, the employee’s performance must be monitored to know what kind of feedback to give. Monitoring performance can be done in two different ways: quantifiable and behavioral.

Here are a few examples of quantifiable methods:

- *Sales/production reports*
- *Deadlines Met*
- *Error reports*
- *Budget forecasts*

These methods specifically measure what an employee actually does from day-to-day, which can be easier for the employer to address. They are objective - these things either happened or they didn’t.

Monitoring an employee’s behavior may take a bit more work on the employer’s part because it’s not as simple as creating and reviewing a report or a budget.

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Ask the Consultant

Answer by Kathleen Johnson



Q: What is the proper code to use for a Stainless Steel Post?

A: This is the code that best matches your need.

D2954 - PREFABRICATED POST AND CORE IN ADDITION TO CROWN THE POST MIGHT BE COMPOSED OF VARIOUS METALS (SUCH AS STAINLESS STEEL OR TITANIUM)

QUOTE-WORTHY

“

There is something that is much more scarce, something rarer than ability. It is the ability to recognize agility.

”

-Robert Half

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→ Forward



Here are some ways to capture behavioral performance:

- **Observation:**

probably the most effective method because it means you're actually observing your employee's work. Nothing beats the power of direct observation.

- **Asking for an accounting:**

this must be accompanied with regular one-on-one conversations with the employee in which you probe the employee to account for their performance, one way or another. Questions like: "Did you meet the expectation?" "What actions did you take to meet them?" Then you must listen, make some assessments, and perhaps ask some more questions in order to determine the best way to approach any feedback provided.

- **Feedback:**

Get feedback from other sources like co-workers, supervisors, clients, patients, etc.

While this kind of monitoring can happen for all kinds of performance reasons, it is particularly vital to any goals that have been set for the employee. If the goals are S.M.A.R.T., as suggested in our previous article, then monitoring performance as it relates to a specific goal should be a priority.

Check out these upcoming learning opportunities:

[Debbie Seidel Bittke's Power Hour](#)

[Christine Taxin Medical Billing Seminar July 19 & 20](#)

[LCP Coaching Leadership Collaborative for Pediatric Dentists Jan 30-Feb 1, 2025](#)

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Giving Feedback

It's important to remember that feedback means positive too. Sometimes employers get so wrapped up in what's going wrong, they lose sight of the fact that many things are going right, and employees should know both the good and the bad.

With any feedback, it shouldn't be a one-way street. In fact, the more you can structure the feedback as a dialogue, the better the outcome. The process of openly discussing positive and constructive feedback can be essential for building effective relationships, raising awareness, maximizing potential, and improving one's performance.

Regardless of whether the feedback being given is positive or constructive, there are a few principles to apply:

- **Timely:**
Do not wait to provide feedback. Use the next available time that is practical to provide the feedback.
- **Specific:**
Avoid using generic phrases like "you did a great job." These are vague and won't give your employee the necessary insight to know what should be repeated and avoided.



- **Objective:**
This is particularly true of constructive feedback. It's about the behavior, not the person. Describe what happened, what you saw, how it impacted the client, the team, the business, etc.
- **Continuous:**
Giving both types of feedback should be a regular occurrence in the employee-employer relationship.

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For constructive feedback in particular, focus on changeable behavior. In some cases, the person just won't be a fit and nothing can be done about it. For example, a personality type that you don't like is not likely to change. What people say, how people go about their jobs, and how they interact with others can be managed and coached; other problems, particularly attitude, not so much. When you find yourself judging the person, not the behavior, you will know this relationship is probably not going to work.

In terms of goals that have been set, you should establish specific intervals at which point the employee's progress in accomplishing said goals will be measured and discussed. This will depend on the goal. Some goals will be reviewed sooner than others. Is it a goal to be obtained in six months? Is it a year? This will guide you in how quickly and at what intervals structured meetings should occur to discuss the employee's progress, or lack thereof.

Future-Focused

As with any performance management system, whether that's the old performance review process or goal setting, employers tend to get wrapped up too much in the past. Here are a few thoughts about why focusing on the future may be a more effective approach:

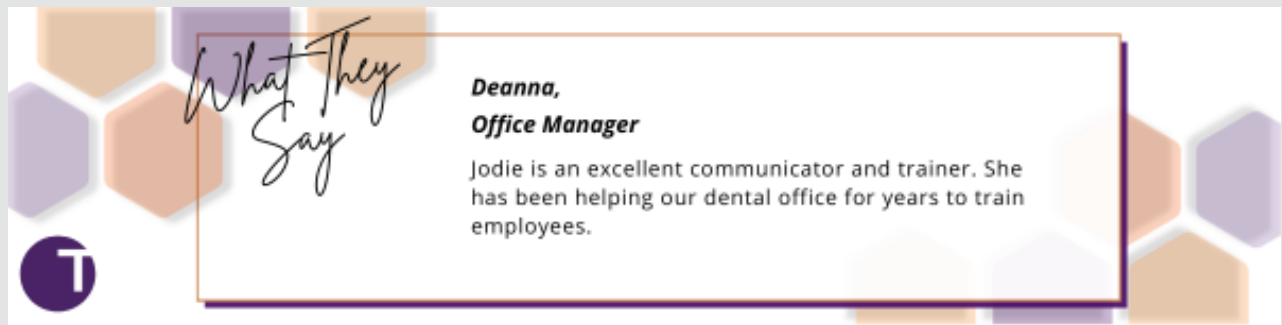
- We cannot change the past, but we can affect the future.
- Nobody wants to be "made wrong" – doing so creates defensiveness. Future-focused conversations get away from "Let me tell you how wrong you've been" and move to "Let's look at some solutions."
- People take it less personally. It removes the feeling of being personally attacked.

Did you miss parts 1 and 2?

[*Trojan Today | Rebecca Boartfield | The End of the Dreaded Yearly Performance Review Pt 1 \(trojanonline.com\)*](#)

[*Trojan Today | The End of the Dreaded Yearly Performance Review Pt 2 \(trojanonline.com\)*](#)

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Conclusion

There you have it – successful performance management today is more about future-focused feedback and goal setting, as opposed to the dreaded annual performance review process. From these three articles you now have the tools. Now it is a matter of creating that change in your work environment. The ball is now in your court.

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