

SDC

Tracks 2 & 3





Civil Service Commission Regional Office VIII

EMPOWERING EMPLOYEES THROUGH PERFORMANCE APPRAISAL

EMPOWERING EMPLOYEES THROUGH PERFORMANCE APPRAISAL

**“Employees have the right to
know how well they are doing.”**



EMPOWERING EMPLOYEES THROUGH PERFORMANCE APPRAISAL

Empowerment through performance appraisal is placing the responsibility for improving performance on the individual employee.



EMPOWERING EMPLOYEES THROUGH PERFORMANCE APPRAISAL

Performance Appraisal is the process of measuring employee behavior and accomplishments for a given period, for the purpose of improving job performance, increase productivity and ensuring job satisfaction.

EMPOWERING EMPLOYEES THROUGH PERFORMANCE APPRAISAL

Process

- it is a series of steps/stages, It requires time, energy and commitment.



EMPOWERING EMPLOYEES THROUGH PERFORMANCE APPRAISAL

Benefits (of employees):

- **Helps individual employees to improve their performance by providing them feedback and information which will help them gain a better understanding of:**
 - **Past achievements**
 - **Future performance expectations**



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EMPOWERING EMPLOYEES THROUGH PERFORMANCE APPRAISAL

- **Increased confidence that subordinates know how well they have done and what is expected of them in the future.**

EMPOWERING EMPLOYEES THROUGH PERFORMANCE APPRAISAL

Benefits (of the organization):

- **Provides systematic judgments to support salary increases, promotions, transfer and sometimes demotion and termination.**
- **Basis for coaching and counseling of individuals by supervisors.**

EMPOWERING EMPLOYEES THROUGH PERFORMANCE APPRAISAL

BLOCKS TO PERFORMANCE APPRAISAL

☹ "Halo Effect"

OVEREMPHASIS

RECENCY

PREJUDICE

UNFORGIVINGNESS

GROUPING

FAVORITISM

INDISCRIMINATION

STEREOTYPING



thank
you



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FACES OF EMPLOYEE EMPOWERMENT



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The verb to empower means to enable to allow or to permit.

- It is an act of building, developing, and increasing other's power through cooperation, sharing, and working together.
- Employee empowerment is “getting employees to want to do what needs to be done rather than just waiting and doing what they are told.



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- Demonstrate confidence in your people's capability
- Develop your people's commitment to excellence and service;
- Build their competence to achieve superior results; and
- Create a culture where people take responsibility for their job.

4 **C**s of Empowerment

- C** – onfidence
- C** – ommitment to superior client service and excellence
- C** – ompetence
- C** – ulture of high performing Team

C – hallenging

H – as personal meaning

A – rouses interest and excitement

R – esults in advancement

G – rowth; personally and professionally

E – njoyable and satisfying

D – efinite contributions and impact on
group



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Empowering your people is **DEVELOPING** them

- D** – define responsibilities clearly and concretely
- E** – extend authority equal to responsibility
- V** – value excellence in work
- E** – empower through training & development
- L** – link jobs with information
- O** – offer people feedback on their performance
- P** – praise people's achievements
- I** – interact based on trust
- N** – never blame
- G** – give respect and treat with dignity



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Ways to show **R-E-S-P-E-C-T**

R – relay information on a timely basis

E – explain necessary direction and extend adequate resources

S – stand up for your people

P – provide people privacy

E – express appreciation for people's feeling and hardships

C – consider people's time and personal obligations

T – tune into people's needs



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thank
you

The words 'thank you' are written in a dark purple, cursive script. The text is surrounded by several colorful hearts in shades of orange, pink, purple, blue, yellow, and red. The hearts are scattered around the text, some overlapping it, creating a warm and appreciative visual.



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THE PROCESS OF EMPOWERMENT

- “Empowerment is not a ‘program’ ---It is a change of culture and values.”

C -ommitted
O -pen; both personal & interpersonal
P -atient
A -ware of oneself
R -esponsible
T -rusting
N -egotiation Oriented
E -nergetic; Enthusiastic
R -isk taker
S -elf motivated

From the Traditional Command Organization

- Remote top management, concerned with strategic planning, management control, external relations
- Middle management mainly about control, direction and downward communication
- Individuals told what to do, with jobs defined as sets of tasks

To the Versatile Empowered Organization

- Visible top management, providing a vision of the future which employees understand and share
- Middle management mainly about inspiring & encouraging people and enabling change
- Teams 'contact' their contribution to the organization, with jobs defined in terms of team role.

From the Traditional Command Organization

- Status comes from job grade and place in the pecking order
- Thinking is up and down the organization, in functional 'drainpipes'
- People stop learning
- Energy is low

To the Versatile Empowered Organization

- Status comes from contribution to the organization
- Thinking is across the organization, in cross-functional projects groups and informal teams
- People keep learning
- Energy is high

- *Managers do not take risks, maintain the status quo and act on internal requirements*
- *Managers define the objectives, the actions and their way of achieving actions and are focused on results*
- *Managers recognize people only for results*
- *Managers do not accept failure and use fear to control*

- *Managers take risks, challenge the status quo, remove barriers in the interest of increasing people's capacity to act productively and towards the customer*
- *Managers work collaboratively with their team to define objects actions processes and customers; their focus is on supporting improvement towards results and developing the team and individuals, capacity to act*
- *Managers recognize and reward people for innovation, process improvement and result*
- *Managers recognize and reward people right to be wrong, and drive out fear.*



- *Decision are deferred up to organizational hierarchy*
- *We do not understand what we mean by empowerment, we recognize what we do as task delegation. It is often fragmented and not seen as process, little technology support is provided.*
- *Only senior people are equipped to make decisions, however in order to do so they must be given information and facts by their staff. Delays are built in as a consequence, business is lost and staff and customers suffer frustration*
- *Senior people are slowly understanding their role as facilitators, in many cases there is a lack of skill to carry it out and also a disinclination to learn and adapt.*

- *Decisions are developed to be nearest to the client/task resulting in ownership, productivity and responsiveness*
- *We train people, give them the processes and technology, they are then able to make the best decisions, at the time these are needed*
- *Devolution of decision making has increased productivity very significantly, our customer satisfaction results have improved, through employees responding to customer requirements as they are raised*
- *Effective Teamworking and management facilitation is standard practice. This has demonstrated that direct control of staff is not necessary to good productivity and performance. Individuals and teams understand and own their boundaries and capabilities. Policy Deployment is used as a key tool to formalize boundaries*



Thank
you

Supervisory Development Course Tracks 2 & 3



Presentation: Whats and Why

Unit I: Getting Ready

“The ability to express an idea
Is as important as the idea itself”

Unit I: Getting Ready

“All great speakers *were* bad
speakers *at* first”

Ralph Waldo Emerson

Unit I: Getting Ready

- ❑ A presentation is like taking the audience on a journey; from where they are, to where you would like them to be.
- ❑ A presentation is a prepared spoken communication made to deliver a specific persuasive message to a specific audience.

The 5 **I**'s why presentations are usually done are:

- I** - information giving with regards an important idea, development, progress or innovation/ change
- I** - influencing decision making, action or attitude
- I** - impression-building, taking the opportunity to develop/project a positive or distinctive image
- I** - inspiring others to act or take a stand on a particular issue
- I** - integrating and networking with others

Unit I: Getting Ready

- As supervisors; it is important to improve your presentation skills, because communication is at the heart of supervisory effectiveness.

If you are a good presenter,
you will be more ...

- Interesting
- In control
- Credible
- Convincing

4 Key Elements of a Presentation

- ❑ YOU
- ❑ CONTENT (What)
- ❑ AUDIENCE (Who)
- ❑ CONTEXT (Where, when, why)

Script on Contrasting Presentations

Presenter A

Productivity in the public service can be achieved or attained by means of multiple strategies and techniques, approaches and methods. Some of which are the following: Planning good objectives, organizing sound policies and guidelines for better organization, and working to create a climate, an environment that encourages people to want to improve their ability to be productive. In this particular aspect, we have to consider many things like for instance, providing higher wages to keep pace with changes in the cost of living, recognizing and rewarding employees for work well done, and participating in an open and free...

Script on Contrasting Presentations

Presenter A

... communication between the management and the employees. Another approach is improving and maintaining the skill level of workforce. This is where training , as an integral part of maximizing the human resource potential of an organization plays a vital role. Personnel needs to be trained to work more effectively and efficiently, their skill honed and developed and continuously improved. In this regard, management should establish a continuing, comprehensive and integrated development program on human resource development and conduct a continuous studies on the effects and results of changes in the environment.

Script on Contrasting Presentations

Presenter B

Productivity in the public service can be achieved through the following approaches:

- 1. Institutionalizing sound policies and guidelines;**
- 2. Creating a working environment that encourages people to do and be their best;**
- 3. Providing higher wages and rewarding employees who work well;**
- 4. Opening communication lines between management and rank and file;**
- 5. Continuously training people to be more effective and efficient.**





BREAKING THE FEAR BARRIER



Breaking the Fear Barrier

- If you are nervous about facing an audience, you have plenty of company.

Breaking the Fear Barrier

- The most usual type of fears that leads to nervousness and feelings of anxiety during presentations are:
 - fear of committing mistakes
 - fear of being criticized or judged
 - fear of losing face and being embarrassed
 - fear of being caught up in controversy or of offending someone.

Breaking the Fear Barrier

- In making perfect presentations, **READINESS** is everything.
- In making perfect presentations, as in life, attitude is everything.

Breaking the Fear Barrier

O - rganize your thoughts
V
E
R
C
O
M
E

- Lack of organization is one of the major causes of anxiety.
- Knowing your thoughts are well organized will give you more confidence.

Guide Questions:

- What do my listeners not know, that I wish to tell them?
- What particular issues or aspects do I need to emphasize?

Breaking the Fear Barrier

- O** - rganize your thoughts
V - isualize your presentation
E - xercise to release tension
R - ehearse your presentation
C
O
M
E

“Rehearsal is the ultimate factor in reducing nervousness and building confidence.”

**If you don't rehearse,
don't present.**

Breaking the Fear Barrier

- O** - rganize your thoughts
V - isualize your presentation
E - xercise to release tension
R - ehearse your presentation
C - lear your mind-Focusing
O
M
E

- **FOCUS** on relaxing, instead of thinking about your tension.

I feel nervous. . .

Therefore I make myself breathe deeply and slowly, listen to my breath entering and leaving my body, consciously relax the muscles in my neck and shoulders, smile slightly, and talk slowly and in a lowish register.

Therefore I gradually begin to feel less nervous.

Breaking the Fear Barrier

- O** - rganize your thoughts
V - isualize your presentation
E - xercise to release tension
R - ehearse your presentation
C - lear your mind-Focusing
O - bserve proper breathing
M - ove around for emphasis
E

- Presenters who stand in one spot and never gesture, experience tension.

Breaking the Fear Barrier

- O** - rganize your thoughts
V - isualize your presentation
E - xercise to release tension
R - ehearse your presentation
C - lear your mind-Focusing
O - bserve proper breathing
M - ove around for emphasis
E - stablish eye contact with the audience

“To involve a person, you must
speak to his eyes”

When a presenter has
poor eye communication;
it says

“REGARDLESS
OF WHAT YOU SEE,
I AM REALLY
NOT HERE!”

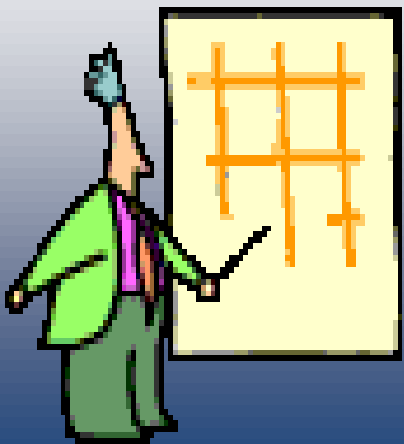
“To be interesting,
you must be interested;

To be exciting,
You must be excited

Enthusiasm is everything.”



STEPS IN MAKING POWERFUL, WINNING PRESENTATIONS



“ Effective presentation is a learned skill. The more practice one has, the better one becomes.”

Presentation is...

a prepared spoken communication made to deliver a specific persuasive message to a specific audience.

STEP 1 PLANNING YOUR PRESENTATION

- The following steps will help you learn how to deliver successful presentations before any audience.

The key word is **POPP**

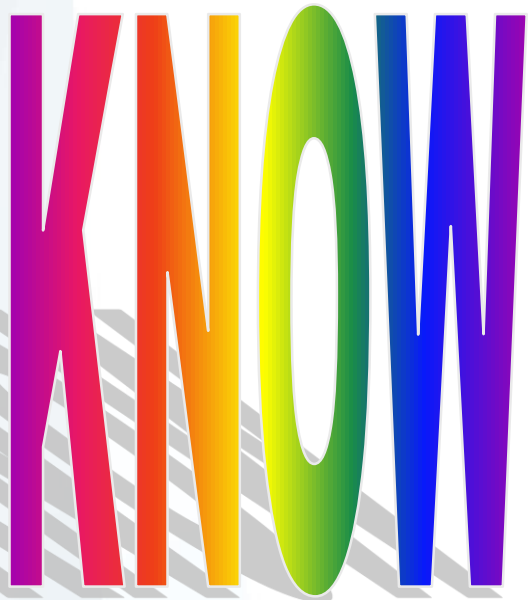
P – lanning

O – rganizing

P – reparing

P - resenting

PLANNING STAGES



KNOW

Purpose or Objective

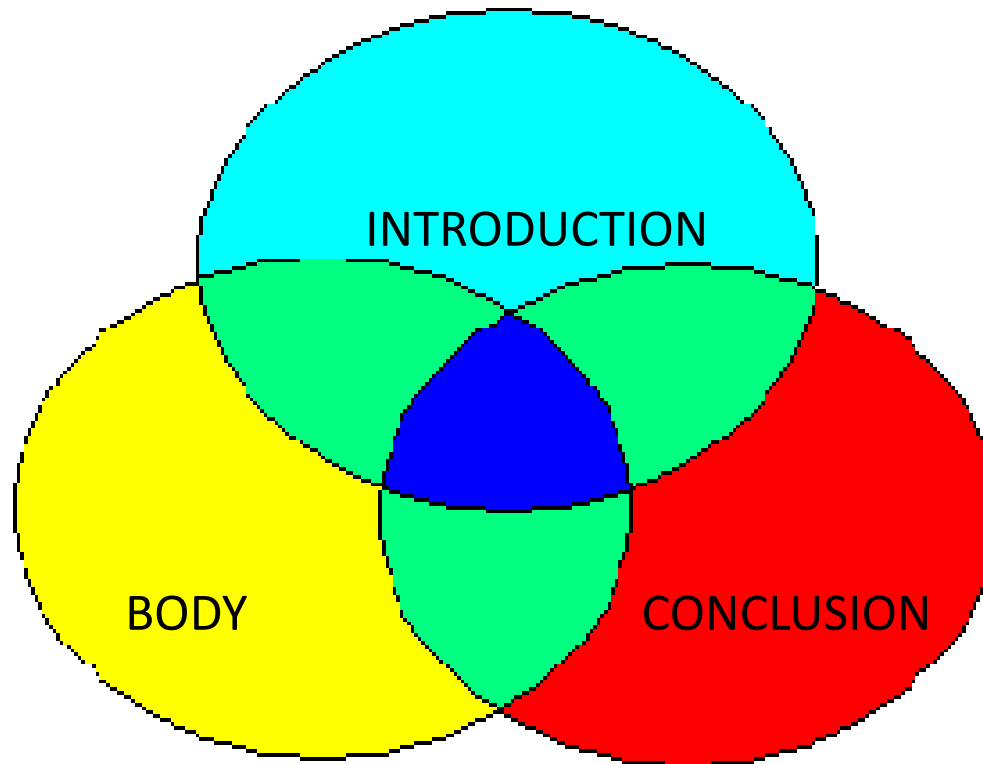
Audience

Suitable Strategy

What to Say

STEP 2 ORGANIZING YOUR PRESENTATION

THREE PARTS OF A PRESENTATION



Organizing a Presentation

- Brainstorm main ideas
- State the subpoints
- State the benefits
- Develop handouts
- Develop visual aids

The body is the workhorse of your presentation.
It **SPELLS** out what you want to say:

S – pecify your main points

P – resent your most prepared outline

E – nlighten your audience's expectations

L – ead you to follow a logical order

L – eave a great impact

S – ustain audience's interest

The Introduction must **START** your presentation. It should:

- S** – set the tone or level of expectations
- T** – tell the audience either about yourself (i.e. who you are and why you are qualified to speak on the topic) or the occasion (i.e. the reason and the importance of the event)
- A** – arouse the attention and interest of the audience, encouraging them to focus on you and your presentation.
- R** – relate the background of your talk to your audience interest or needs
- T** – tailor your presentation by stating your view of the central theme or discussing your major assumptions/premises.

Starting a presentation...

S – hare a quotation

M – ake use of “We” statements

A – sk provocative questions

R – elax thru tension breakers

T – ell a story

Don't **JUMBLE**

J – oke

U – se any kind of notes

M – ake unrealistic promises or raise expectations unnecessarily

B – egin with an apology or platitude

L – ong introduction

E – xpress anything negative

“Great is the art of beginning,
But greater is the art of ending”

The Ending should effectively **CLOSE** your presentation:

- C** – onvey a tone of optimism
- L** – eave an impression that you have accomplished something important
- O** – ffer a final salutation or challenge
- S** – ummarize your main points
- E** – ncourage action.

PREPARING YOUR PRESENTATION

- Preparing your presentation is very much like a dress rehearsal. It goes through varying stages:
 - Get your materials together
 - Do a test run
 - Anticipate requests, barriers or objections

STEP 3 PREPARING YOUR PRESENTATION

PREPARING = DRESS REHEARSAL

1. Get your materials together.
2. Do a test run.
3. Anticipate requests, barriers or objections.
4. Formulate your answers in advance.

STEP 4 PRESENTING YOURSELF

Present the most professional package you can create.

1. Self projection

“What you do speaks louder than what you say.”

-your **IMAGE** is a very important tool in presenting:

I – deal posture

M – ovement

A – ppearance

G – estures

E – xpressions (facial)

2. Voice Requirement

- Effective vocal delivery holds the attention of your audience and gives emphasis to important parts of your presentations.

The following suggestions will help you speak with a strong and clear voice:

- Do not speak too quickly. Deliberately slow down if you feel nervous.
- Allow time for the audience to take in details.
- Use straightforward language.
- Avoid sentences with complex structure

The P's must be used appropriately:

P

- itch
- ower
- ace
- ause

To improve your voice,
record it, listen to it,
then fix it!

“Learn to listen to yourself;
stay aware not only of what
you are saying
but also how you are saying it”

Through POPP you will
always have perfect,
persuasive and powerful
presentations.

“Effective presentation is a learned skill. The more practice one has, the better one becomes.”

Developing Visual Aids

I hear and I forget

I see and I remember

I do and I understand

- Chinese Proverb

KISS

Keep It Short and Simple

Use Visual Aids to:

S Stimulate and sustain interest

P Picture ideas

I Increase learning and retention

C Contribute to clarity

E Emphasize key points

S Simplify complicated issues

TIPS

- Use color, but don't overdo it; use 4-5 colors at most.
- Use color functionally- to highlight important information, or to clarify levels of generality in your information. Avoid random colorization.
- Ensure good contrast between background and foreground colors.

The Best Visual Aid is.....

YOURSELF!



DEVELOPING & USING AUDIO-VISUAL AIDS

1. Select an effective presentation format.
2. Choose readable typefaces.
3. Place visual elements onscreen.
4. Choose colors.

5. Select appropriate backgrounds
6. Choose visual and audio effects.
7. Deliver a memorable, effective presentation.

