



Leading the FACE of Performance: A Guide for Pinellas County Executive Leadership

What is my role as an executive leader?

Leaders play a critical role in creating a work culture that encourages employees and teams to perform at their best. How leaders “walk the talk” about performance significantly influences the performance culture and outcomes for Pinellas County Unified Personnel System.

Leaders do this by:

1. Communicating high level objectives and strategy
2. Promoting the benefits of the FACE of Performance
3. Building a performance feedback environment
4. Integrating managing employee performance into everyday operations
5. Creating a learning environment
6. Supporting managers and supervisors

How do I “walk the talk”?

- 1 Communicate high level objectives and strategy**
 - Involve managers in strategic and business planning processes
 - Include discussion of high level objectives in leadership meetings
 - Communicate the high level objectives and strategy to all employees on a regular basis
- 2 Promote the benefits of the FACE of Performance**
 - Talk about the benefits for individual employees, teams and Pinellas County Unified Personnel System
 - Talk positively about the FACE of Performance and the benefits; share your personal experiences
 - Communicate your expectations to all staff about how they participate
 - Include managing employee performance on leadership team meeting agendas on a regular basis.
- 3 Build a performance feedback environment**
 - Demonstrate personal leadership and commitment to the FACE of Performance
 - Provide feedback regularly
 - Acknowledge performance success
 - Support a constructive approach to responding to performance concerns
 - Invite feedback and respond positively

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Integrate managing employee performance into everyday operations

- Provide feedback regularly, not just in performance discussions
- Make performance discussions a priority by scheduling/making time for them
- Talk about performance expectations and metrics when setting priorities
- Talk about behaviors when communicating priorities or expectations
- Build opportunities to review performance into meetings and strategic discussions
- Require that your staff make performance discussions a priority

- Hold yourself and your direct reports accountable by implementing a process for monitoring whether performance discussions have happened.
Some starters to help you initiate these accountability conversations:

- ✓ *How have your regular performance conversations with your direct reports been going? How many have you had since our last meeting?*
- ✓ *What have you learned from your performance conversations with your direct reports?*

Create a learning environment

- Take a strategic approach to learning and development – identify learning needs, gaps and strategies which are not only focused on formal training but are consistent with the 70:20:10 model of learning and development
- Implement opportunities for review and reflection such as lessons learned and debriefs
- Encourage and support innovation and continuous improvement
- Nurture potential leaders and managers
- Implement coaching or mentoring arrangements

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Support managers and supervisors

- Role model high quality management of employee performance and development
 - ✓ Provide regular feedback to the people you lead to encourage a performance culture
 - ✓ Develop your own skills for discussing performance
 - ✓ Be well prepared for performance discussions
 - ✓ Ask your staff how you are doing in having performance conversations with them; this will facilitate meaningful two-way performance discussions
- Support supervisors/managers to develop skills for performance discussions:
 - ✓ Encourage experienced supervisors to mentor less experienced supervisors
 - ✓ Provide access to training
- Support supervisors/managers responding to performance concerns:
 - ✓ Recognize the impact on them and their workload
 - ✓ Provide practical advice and moral support
- Provide access to guidance and support:
 - ✓ Promote the FACE supporting documents and tools
 - ✓ Encourage the utilization of your HR Partners who can provide guidance especially with challenging performance issues