

### THE NEXT FORUM

The ECP Forum is on summer break. Enjoy the long days. Keep checking this space in the future newsletters for information about future events.

## Great Managers Can, and Do, Measure Results

Great managers and leaders in companies get great production from employees. There are many components to effective management, but a challenging one to master is the ability to measure results of employee production.

### Defining Benchmarks

Which of these is a poor indicator of employee performance?

- A. How much you enjoy working with the person
- B. How much others enjoy working with the person
- C. How long the person has been employed with the company

The correct answer is all of them. The bottom line is that, in business, what matters is performance.

The challenge as a manager is to be able to define expected performance in measurable terms and to give an employee benchmarks to gauge success. Especially with poor performing employees, you'll need to break down performance into day-by-day benchmarks so you can provide coaching (or begin to build the case for termination.)

### Accountability is Key

Having measurable benchmarks in place is only the first step. You'll need to take the time to check actual progress against stated benchmarks. This is the only way to really know if an employee is producing as you expect. Occasionally, you'll find the employee

that everyone loves isn't getting needed work done while the pain-in-the-rear employee gets great work done in a day. You can't judge without evidence.



### Follow Through or Don't Do It at All

Finally, if you're not going to do anything with the results, then don't bother. Great managers reward great performance and coach employees with lacking performance. Measurable results give you assurance that your efforts in managing employees pay off.

*ECP Forum Sponsors:*



## What is a 360 Review?

Human resources management companies are making popular a tool commonly referred to as a 360 feedback tool. What is it? A 360 feedback tool is a survey, usually online, given to an employee's manager, subordinates, teammates, and occasionally customers to

collect feedback on the employee's performance. The "360" comes from the number of degrees in a full circle and implies that feedback from those above, below and around you is a complete view of your performance.

Are the tools effective? We believe they can be a

good addition to an employee performance management system. The feedback is often constructive and affirming. However, the tool should not replace measurable performance criteria. The 360 review, though, can be a great complement.

## Personal Finance Tip #12

It's never too early to start planning for your child's future.

Whether you already have kids or plan to in the future, investing early ensures your money will have time to grow. 529 college savings plans offer tax-savings advantages and provides a variety of investment options.

You can get started with any amount. To learn more go to [www.planforcollegenow.com](http://www.planforcollegenow.com) or call 888-993-3746.

*Personal Finance Tips are provided by Union Bank & Trust Company.*



*You Belong Here.™*

## Extended Learning

### BLOG

How does college hockey and employee performance fit together? You'll have to read for yourself.

[http://www.maximizepossibility.com/employee\\_retention/2008/04/lessons-learned.html](http://www.maximizepossibility.com/employee_retention/2008/04/lessons-learned.html)

### BOOK

New from Gallup, **12: The Elements of Great Managing** follows great managers as they harness employee engagement to turn around a failing call center, improve patient care in a hospital, maintain production through power outages, and face other challenges in settings around the world.

### ARTICLE

Think your workers are tough on you? Check out this article about an employee suing for getting waterboard-ed at a team building workshop.

[http://money.cnn.com/2008/04/22/smbusiness/just\\_add\\_water.fsb/index.htm?postversion=2008042311](http://money.cnn.com/2008/04/22/smbusiness/just_add_water.fsb/index.htm?postversion=2008042311)

## ECP Forum Fun Poll

*This one is courtesy of USA Today.  
What do business executives want? Check it out. How about you?*



For questions about the ECP Forum email:  
[agcnebuilders@alltel.net](mailto:agcnebuilders@alltel.net)

For more information about ECP Forum sponsoring organizations, visit the following:



AGC-Nebraska Building Chapter - <http://www.agcnebuilders.com>  
National AGC - <http://www.agc.org>



MCA-Omaha Chapter - <http://www.mca-omaha.org>  
National MCA - <http://www.mcaa.org>



NECA-Nebraska Chapter - <http://www.neneca.com>  
National NECA - <http://www.neca.com>