

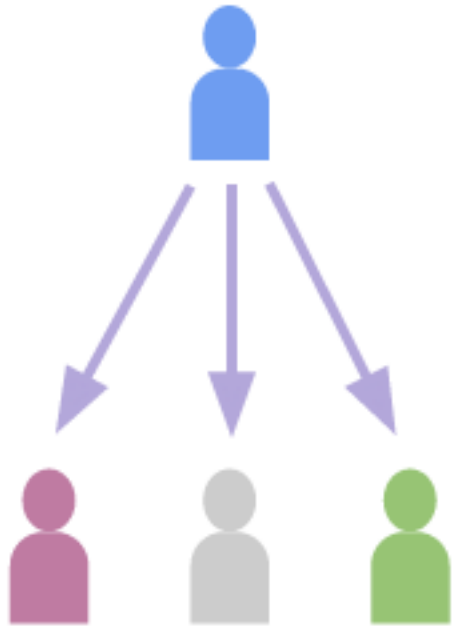
# Performance Management

*(a new team responsibility)*

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# The traditional approach to feedback?



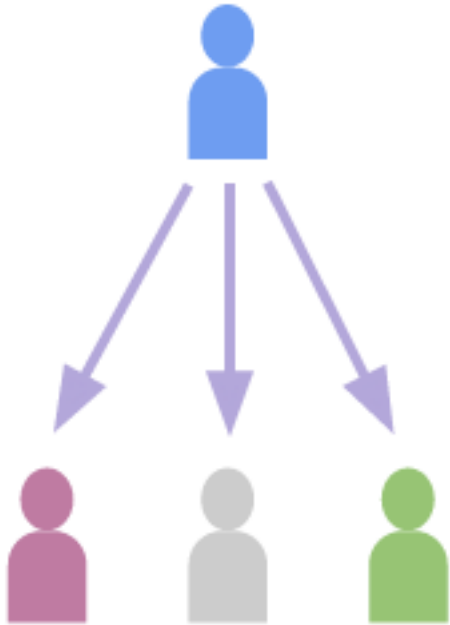
**March**



**August**



# The traditional approach to feedback?



*How can Line Managers get feedback from their team?*

*How can teammates get feedback from each other?*

*What about people in self-organising teams?*

~~THE~~ BETTER WAY  
A JUST AHEAD

Maybe!  
😊

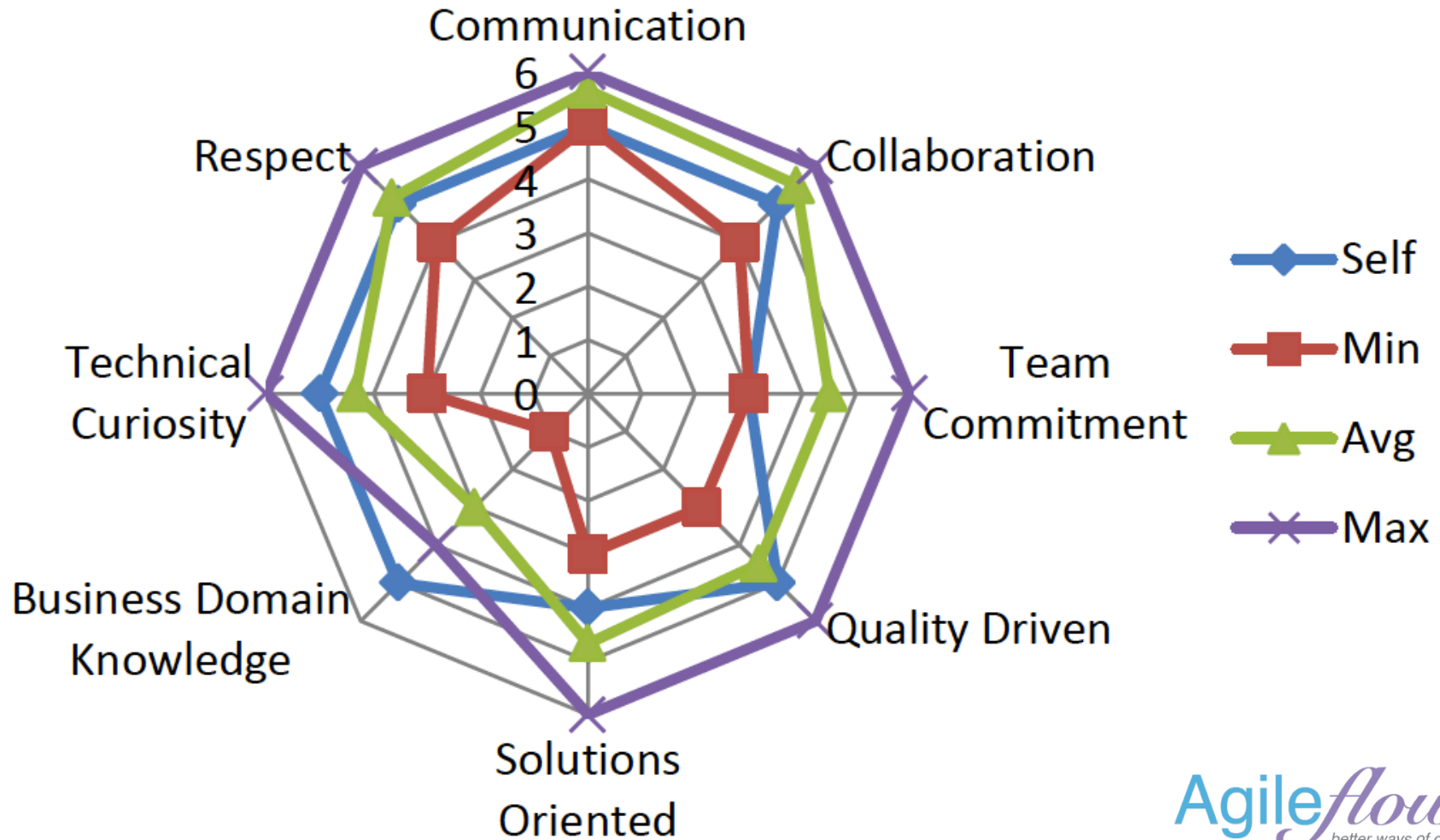
# Lightweight ***team oriented*** peer feedback

Identified 8 competencies

***Everyone*** in the team exchanged competency ratings

HR produced a chart

Chart used in one-to-ones with Line Manager



# What did we find?

Team members and Line Managers found the charts helpful

A way of communicating desired competencies and values

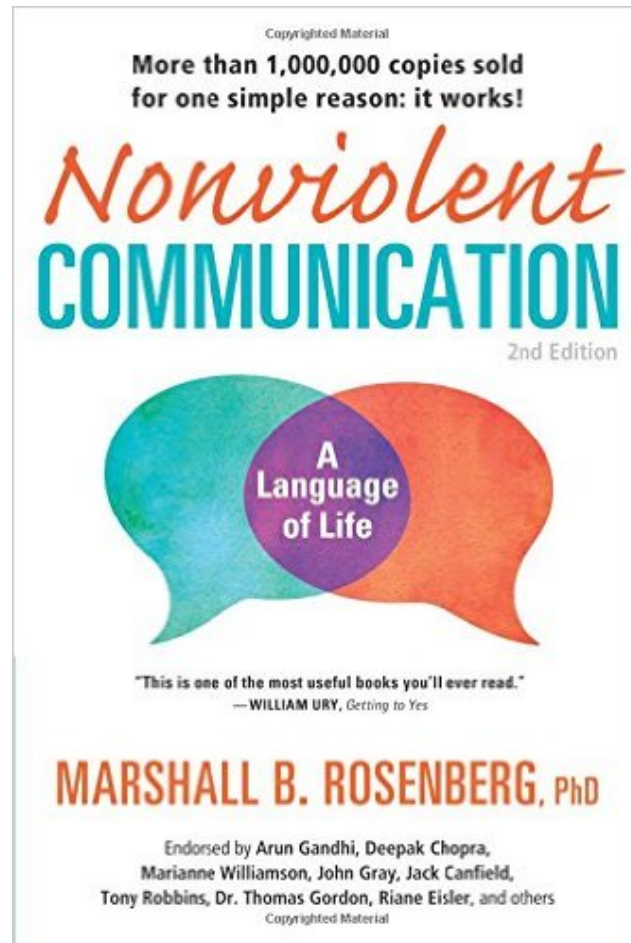
Everyone treated the same

Team members wanted more feedback!

# Nonviolent Communication



Marshall Rosenberg 1934-2015





# Finding better words for “feedback” ...

|                                     |  |  |
|-------------------------------------|--|--|
| <b>Traditional</b>                  | <i>Positive feedback</i>   | <i>Negative feedback</i><br><i>Criticism</i> |
| <b>Nonviolent<br/>Communication</b> | <i>Thank you</i>   | <i>Please</i>                                |
| <b>Preferable</b>                   | <i>Recognition</i><br><i>Appreciation</i><br><i>Commendation</i> | <i>Suggestion</i><br><i>Recommendation</i>   |

# Commendation example...

**I really like...** your positivity and focus

**I like this because...** it helps the team push through tough challenges


**An example of this...** when we were struggling with the module design and it was starting to get people down. You stayed focused and positive. This gave everyone a lift and helped us to a solution.

## Recommendation example...

**I am noticing...** that you speak over me when we meet with senior stakeholders e.g. in the review when I was asked to explain how we fixed the protocol issue.

**This makes me feel...** frustrated, as I have a need for my contribution to be recognised and appreciated.

**From now on it would really help...** if you would wait for me to finish speaking before adding your view. This would show me that you value my contribution and are happy for me to receive credit for it.

The background of the entire slide is a close-up photograph of many green apples, likely Granny Smiths, arranged in a dense pattern. The apples are bright green with some darker green shading, and their stems are visible. The lighting is even, highlighting the texture of the apple skins.

*“How when and why  
bad apples spoil the  
barrel: Negative group  
members and  
dysfunctional groups”*

*Will Felps, Terrence Mitchell  
& Eliza Byington 2006*

**Bad apple behaviors...**  
*“Jerk”, “Slacker”  
“Depressive Pessimist”*

***30% to 40% reduction  
in team productivity!***

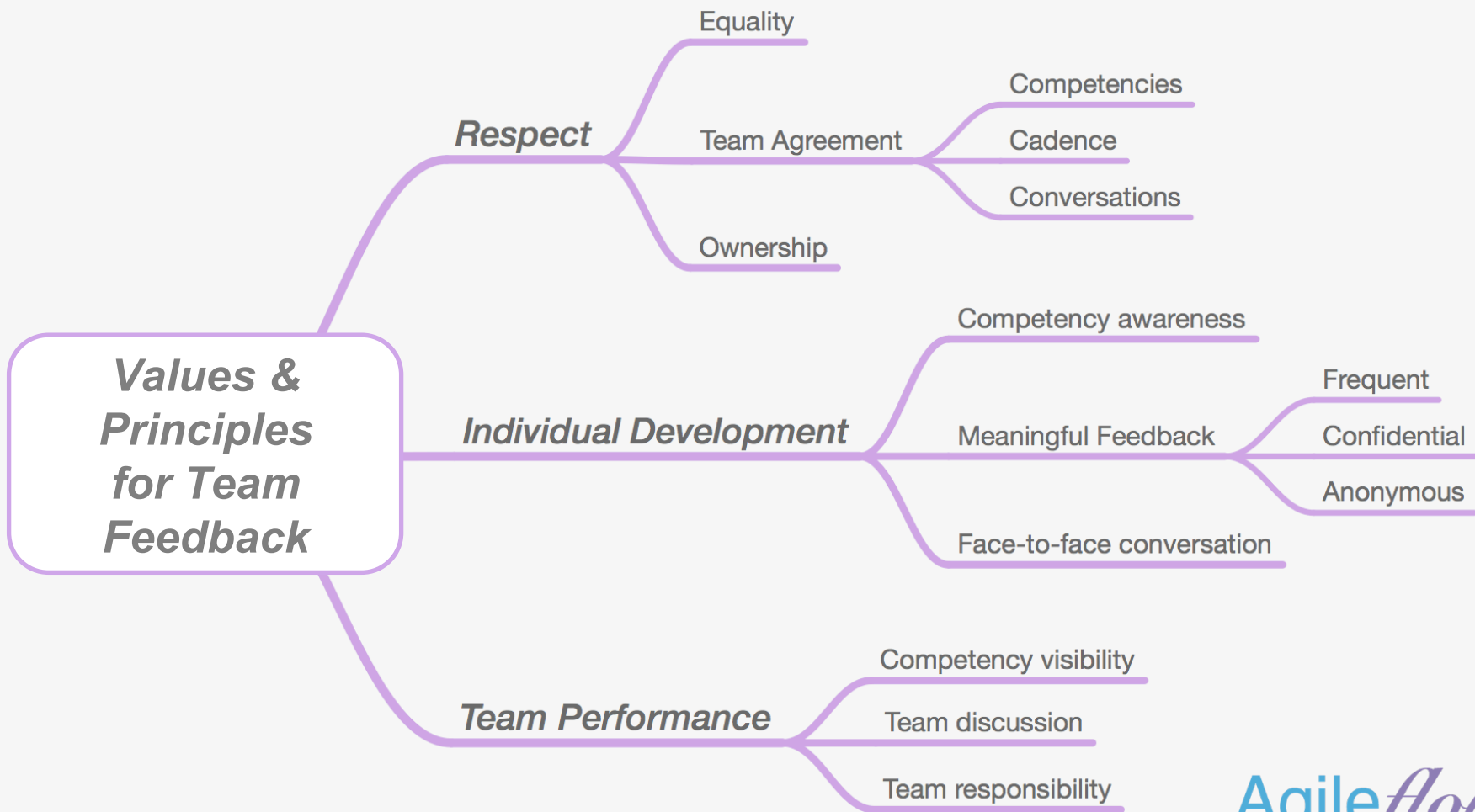
A yellow diamond-shaped sign with a black border and two mounting holes at the top and bottom. The sign is mounted on a silver metal post. The background is a clear blue sky with wispy white clouds and a bright sun in the upper right corner.

**BIG  
IDEA  
AHEAD**

A more agile approach to feedback...



*Performance Management as a team responsibility?*



# Team Competency View

Courage



Visible only to the team

Respect



Strictly anonymised

Communication



About the competencies

Collaboration



Team 'health' at a glance

Team Commitment



***Note** that columns are not people!*

Openness



Focus





# Experiments to date

8+ Early  
Adopters

*Mostly UK but also USA,  
Brazil & South Africa*

25+ Teams  
150+ People

*Software, IT support, HR  
and Media (film production)*

50+ Reviews  
Conducted

*500+ commendations &  
recommendations given*  
  
*5000+ competency ratings  
exchanged*

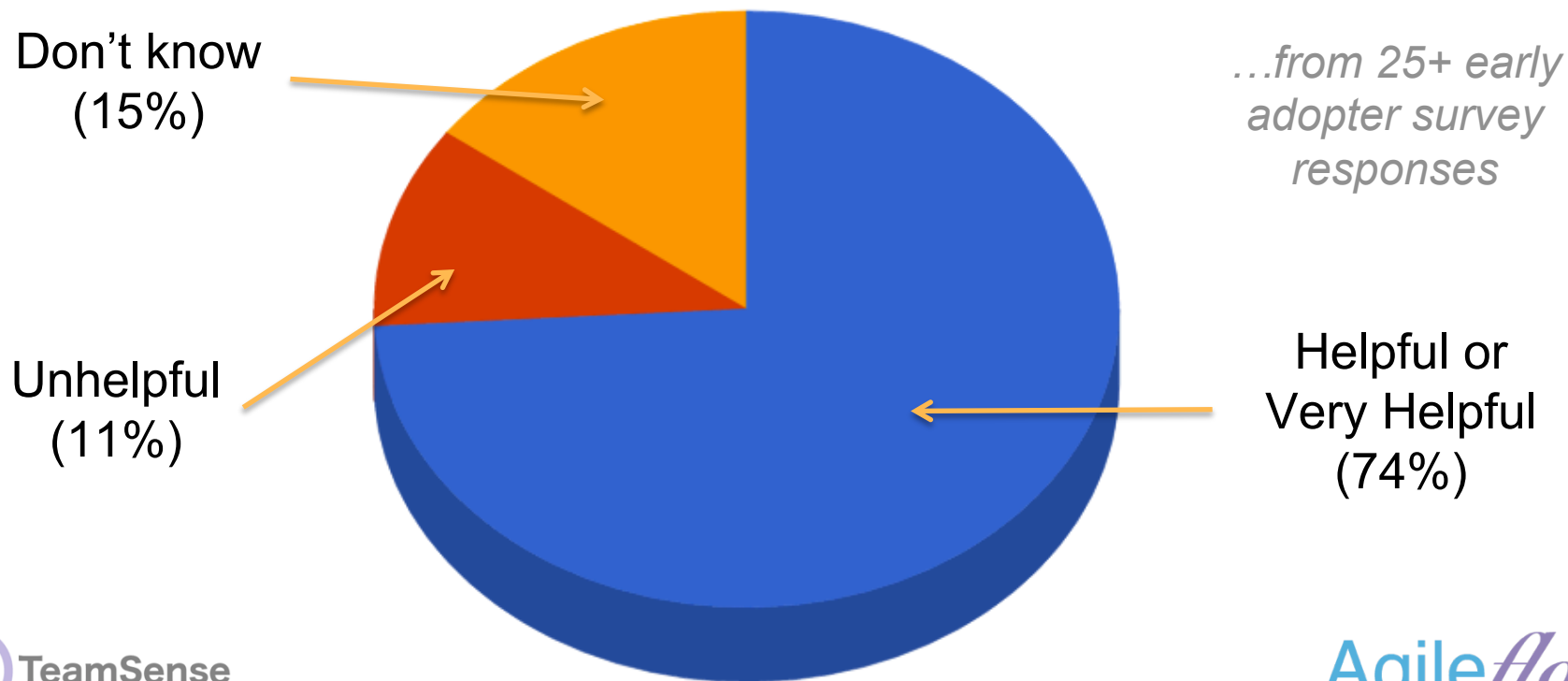
# Some great outcomes!

Teams creating their own feedback  
process and competency models

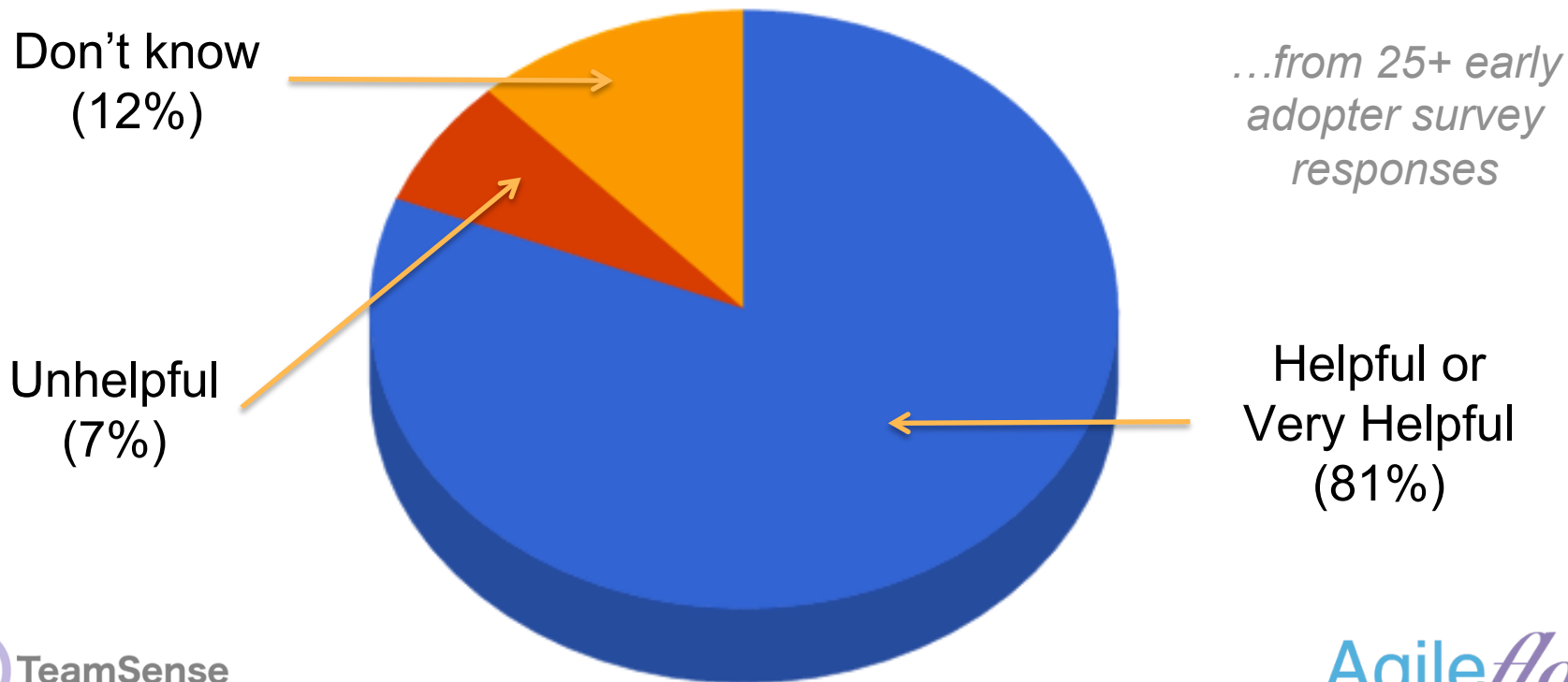
Difficult interpersonal conflict resolved

Feedback and deeper insights for Line  
Managers

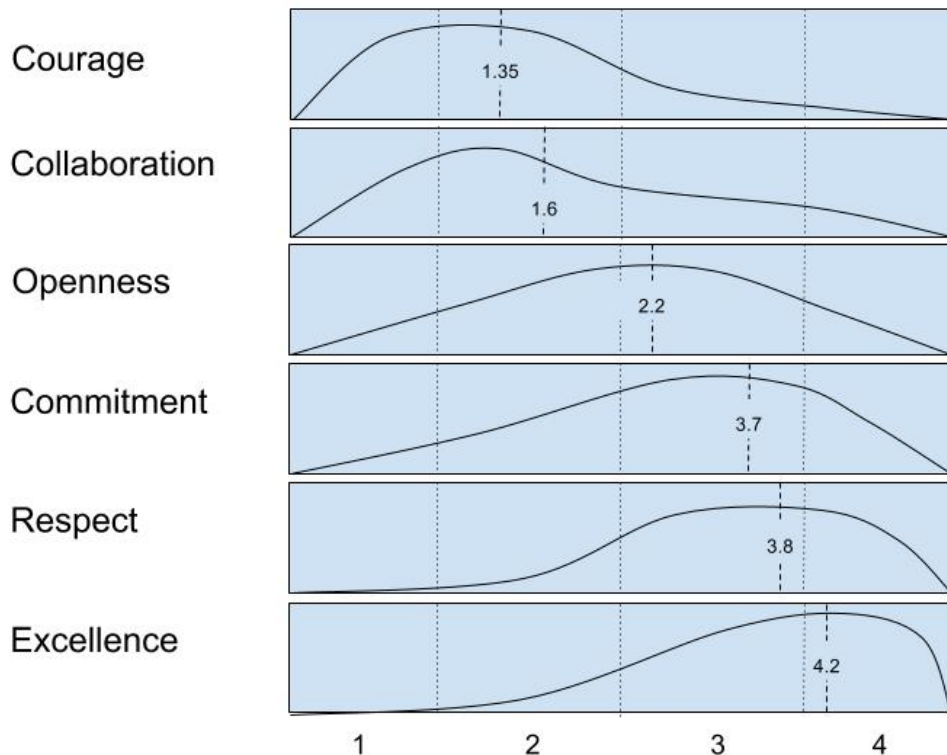
# How helpful was this approach in raising your awareness of your own competencies?



# How helpful do you think this approach could be in improving the effectiveness of your team?



# Aggregated Competency Profile...



Competency ratings aggregated across many teams

Each plot shows mean competency level and distribution

Together they make an organisation's competency profile

Culture and values made visible and measurable?

# Wrapping up...

An agile approach to feedback for members of teams

A better fit for self-organising and traditional teams alike

A way to engage with HR around more effective ways of enabling feedback

One size doesn't fit all...

...so experiment to find an approach that fits your organisation

Collaborators welcome! 😊



[team-sense.co.uk](http://team-sense.co.uk)

Thank you!



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**Agileflow**  
better ways of doing