PMGM – How to lead the final 1-to-1 meeting, calibration

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Today's agenda

- 1) How to lead the final 1-to-1 meeting
- 2) Introduction to calibration
- 3) PMGM and renumeration
- 4) Questions

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HOW TO LEAD 1-to-1 MEETING

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How to lead 1-to-1 meeting – structure

- **Employee's feedback** – commenting on goals (incl. development) and competencies, provide reasons for own rating (achievements)

- **Superior's feedback** – how the employee achieved goals and how they behaved in the process (competencies), team cooperation

- **New in PMGM – 360° feedback**

- **General feedback** (questions about employee's satisfaction)

- **Defining goals for the next year**

- **Defining training and development needs** resulting from defined goals and personal development

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FEEDBACK

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Employee's feedback

- **Commenting on goals**
  - Describing the current state goals
  - How the employee did when working on the goal (achievements, limits, learning from mistakes – how to prevent them in the future, cooperation with other teams / colleagues, setting ODVs where cooperation does not work, etc.)
  - Giving reasons for own ratings

- **Evaluating competencies**
  - Competencies for IL and competencies for the superior

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Superior's feedback

- The superior follows employee's feedback and responds to their self-rating, they ask questions if needed. At the end, they give reasons for their ratings. The structure of the feedback can be as follows:

- **Commenting on goals**
  - Describing the current state of goals
  - How the employee did when working on the goal (achievements, limits, learning from mistakes – how to prevent them in the future, cooperation with other teams / colleagues, setting ODVs where cooperation does not work, etc.)
  - Giving reasons for own ratings

- **Evaluating competencies**
  - Competencies for IL and competencies for the superior

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General principles of providing feedback

- **Understanding** – adjust the communication style to the other party (the chameleon principle)
- **Rate the situation and behaviour**, not the person themselves
- **Rate the process and the way the goal was achieved**, the effort and drive
- **Two sides to feedback** (positive x negative)
- **Emphasise positive interactions** – The Losada ration - 3:1
- **Ability to hear the other person out and empathise**, give them a chance to say what they want
- **Feedback should be a two-way process**

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Preparing for feedback

- The **3 golden circles** technique – a tool for forming our message so that it is meaningful and achieves what we want

WHY: The WHY layer represents the message's purpose and reason. Why do you say that to the other person and why should that interest them.

HOW: The middle circle represents variants when you think of or remind of a procedure or process.

WHAT: The message ends with the WHAT circle. It represents what the required output, action, or change is.
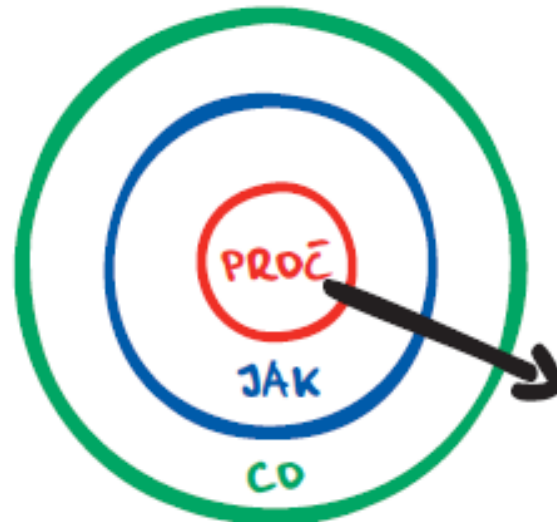
How to give negative feedback?

- Providing feedback in person, asking for reasons, circumstances
- How to phrase negative feedback:
    - Describe the situation
    - Describe the outcome / consequences
   - Suggest a solution (including how to prevent future issues)

1. Can involve values
2. Can involve rating 1..10
3. Do it as soon as possible
4. Convey with empathy
5. Do not use „never" and „always"
6. Use first-person narrative
7. Be as specific as possible
8. Look for solutions
9. Give room for reactions
10. Focus on effort, not only output

PLÁN   CÍL

REALITA   CÍL

SNAHA   VÝSLEDEK

ZPĚTNÁ VAZBA

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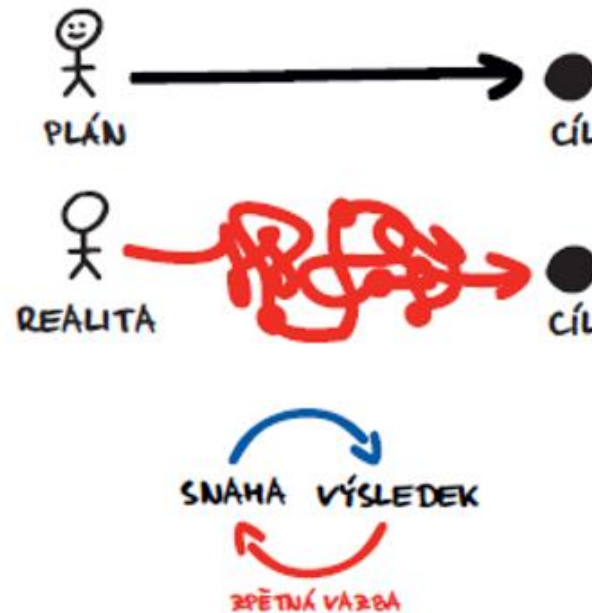
How to give positive feedback?

POCHVÁLA

1. Emphasise strong personal traits
2. Is meaningful
3. Is as detailed as possible
4. Expresses appreciation of the other person
5. Involves expressing honest thank you
6. Attention to detail

ZPĚTNÉ ZRCÁDLO

VIDÍ ZLEPŠENÍ

UČÍ SE

POSUN VPŘED

zpětná vazba

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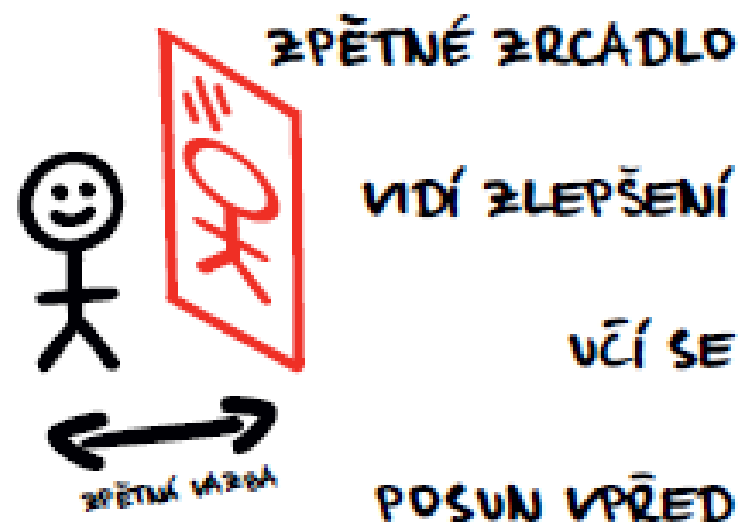
Phrasing feedback, praise and encouragement

Usual reactions which discourage the growth mindset and further effort	Rephrased reactions which encourage the growth mindset and further effort
You are such natural talent. I like that.	You learn so well. I like that.
At least you tried.	That did not go well, does not matter. Let's see if you can do it differently so that it works.
Great work! You are so talented!	Great work. Is there anything that could be done even better?

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General feedback

- We should ask employees about how they are doing in a sensitive way and by considering individual needs.

- Questions can target the following areas:
- **Relationships in the team** (e.g. What would you improve about the team/department/company?)
- **Cooperation with the superior** (e.g. What should I improve about myself so that working with me is more pleasant?)
- **Satisfaction** (e.g. Which project did you enjoy the most in the past year?)
- **Personal life** (e.g. How do you manage to balance work and personal life?)
- Etc.

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New in PMGM - 360° feedback

- A tool for complex evaluation of a selected employee
- The feedback requestor selects evaluators
- To be launched during October 2020
- More info and an example to be sent via email - „Tips and tricks in myFOX"

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360° feedback

Core competencies:

- **Flexibility / Innovation**
  - The changes solves rationally and in tranquility.
  - She/he can suit to new conditions.
  - Actively comes with new ideas and is able to propose alternative solutions.
- **Responsibility / Integrity**
  - She/he acts fairly, not dishonestly.
  - I can trust her/him – so she/he says so does.
  - She/he is fully responsible for her/his actions, is aware of her/her mistakes and is able to admit them.

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360° feedback

Specific competencies (for IL):

- **Teamwork**
  - She/he is able to cooperate effectively and she/he contributes to achieve team goals.
  - She/he actively builds relationships with her/his colleagues and supports their long-term duration.
  - She/he creates strategical partnerships within and across departments to achieve better work results.

- **Customer approach**
  - She/he shows sincere interest about her/his customer, treats him with respect and strengthens his trust.
  - She/he is in touch with the customers and reacts on their needs adequately.
  - She/he gains feedback from the customers and also on this basis supports and develops customer service at team and company level.

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360° feedback

Leadership Competencies I.:

- **Leading the self, team & organization**

  - She/he can function within the company strategy – she/he actively uses the department's and company's strategic framework (vision, mission, values).
  - She/he establishes long-term goals with her/his subordinates. When assigning tasks, she/he defines their purpose or which higher goals she/he is supposed to fulfil.
  - She/he is capable of looking at things in a wider context and defines the desired future state.

- **Managing the self, team & organization**

  - She/he is capable in day-to-day operations – making decisions, delegating tasks as well as checking and evaluating them.
  - She/he is capable in day-to-day operations - leading meetings, and taking socially sensitive steps when dealing with difficult situations.
  - She/he is in daily contact with her/his subordinates and can be easily reached.

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360° feedback

Leadership Competencies II.:

- **Developing the self, team & organization**
  - She/he is a change initiator. She/he demands constant optimisation of her/his work as well as the work of her/his superiors and the department.
  - She/he focuses on all areas of development (expertise, capabilities, languages, soft-skills, managerial skills, personal development, teamwork, new tools and technology, equipment, processes, products and services, etc.).
  - She/he ensures that the department and the team can satisfy the demands that are placed on them.

- **Acceptability**
  - She/he is accepted by her/his subordinates without having to exercise formal authority. She/he is transparent, can be read, and is therefore predictable.
  - She/he honours agreements. She/he posses qualities for which she/he is respected as leaders even if she/he is not expert in a certain field, she/he is a good diplomat who solves issues using caution, leads the team forward, etc.
  - She/he does not abuse power – she/he practises what she/he preaches.

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Defining goals for the next year

- New goals for the next period can be / is recommended to be defined during the final meeting (additional goals can be added / changed during the first half of the following year, i.e. till T2 (June/July 2021)

- A good goal has a clear purpose, reason → link to the mission / vision; clear description of the target state (incl. measurability); weight and deadline

- Goals should be linked to projects, extra activities, development of personal skills (development goals)

- Day-to-day operative should not be included → **CPM**

- Recommended methods for defining goals: SMART and OKR (more info in manuals at **myfoxconn.cz**)

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Defining training and development needs

- Development goals should reflect the development needs of your employees to reach performance goals or to allow for career growth (taking on new agendas, horizontal / vertical growth, etc.)
- The following can enable reaching development goals: gradual transfer of new agendas / methods and related responsibilities, mentoring, shadowing, continuous feedback as part of regular 1-to-1 meetings, trainings, courses, workshops, conferences, self-study, reading, etc.
- Entering goals into myFOX – the Development section; defining trainings / courses in the Training plan

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CALIBRATION

Introduction to calibration

- Selected superiors are asked to attend a calibration meeting with their HRBP.
- The goal of calibration is to align managers' view of assessment so that everyone sees ratings on the assessment scale the same way.
- The final mark may be changed (in such cases superiors receive a notification).
- Recommended distribution (1 – 5: 5 %, 5 %, 50 %, 30 %, 10%) .

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Overview of calibrations and overview of actual and recommended distribution

Assessment form – Calibration and HRBP view

2020 Goals

The section is for evaluating goals.

Goal example
Metric example...

Not Started

Achievements   Goal Details

There are no Achievements.

In the calibration step, HRBP sees the name of the goal, comments, and achievements linked from the **Continuous assessment**. They cannot see the ratings of individual items.

Section Comments on Goals Achievement

Superiors Comments
Comment example....
Employees Comments
Employees comments example...

Summary

Overall Form Rating: ⓘ
●●●●○ Exceeds Requirements

Calculated Form Rating:
3.9/5.0

HRBP sees the employee's overall rating and the **Calculated Form Rating** calculated by the system based on individual item's ratings.

Cancel   Save and Close   Next step

PMGM AND RENUMERATION

PMGM and renumeration

- The final rating from PMGM is one of the required inputs for the Christmas bonus and merit.
- Without the final rating, the bonus or merit cannot be claimed.
- All employees starting employment during 2020 or on the 1.1.2021 are entitled to merit 2021.
- All employees who meet the current C&B requirements are entitled to the Christmas bonus.

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Rules of merit

The annual salary revision applies to all IL employees who:

- Are employed based on an employment contract, i.e. are not employed based on an agreement to complete a work or contract for work.
- Are not on maternity or parental leave.
- Have worked for the company for more than 6 months, i.e. started at the company no later than 1/1 of the given year,
- Are not in the notice period and have not handed in their notice before the salary revision date.
- **Have a work performance rating.**
- Are not included in the Trainee program because for such employees, salary is first revised when they start at a standard job position.

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Rules for annual unguaranteed bonus

If, in a given year, the Foxconn company management decides to pay out extra annual bonuses, they are paid out to employees who:

- Have been employed at the company for the whole calendar year, i.e. started on 1/1 of the given year (including);
- Have been absent less than 11 work days in the given year. If the employee works 12-hour shifts – less than 8 work days.
- Have no unexcused absence in the given year.
- Have not been given a written warning in the given year.
- Are not in notice period.
- **Have been given work performance rating.**

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EVALUATION PROCESS

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Performance assessment process

Assessment phase	Period	Step owner	Form	Goals created/edited
1. Half year superior assessment	1. 6. – 30. 6.	Superior	System + 1:1 meeting	Yes/Yes
2. Self assessment	15. 9. – 15. 10.	Employee	System	No/Yes
3. Final superior assessment (+ setting new goals)	15. 10. – 15. 11.	Superior	System + 1:1 meeting	Yes (for next period)/Yes
4. Employee confirmation	until 15. 12.	Employee	System	No/No
5. Calibration	1. 1. – 28. 2.	HRBP	Meeting of HRBP and superiors	No/No
6. Superior confirmation	until 15. 3.	Superior	System	No/No

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T&D team

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