HOW IT MANAGERS CAN IMPROVE PERFORMANCE & REVIEWS

Skip to Fortune 100 skill rating

A Thanks to my Mentors

For nearly 20 years I have held many IT positions. I find Information Technology to be challenging. I enjoy the constant need to learn to remain current and help the business successfully compete in the marketplace. I've experienced a certain level of success as a manager from small businesses to large enterprise organizations. This document gives credit to my mentors and explains my management style. My actual fortune 100 rating is provided at the end of this document.

Performance Ratings

The best rating employees and managers can receive is via anonymous feedback that is provided from up, down and across the chain of influence. The very best reviews include input from across teams. This is often referred to as a 360-degree anonymous review. Most organizations hire outside agencies to perform these types of reviews. Evaluations this comprehensive are performed less frequently than reviews where everyone knows who is providing the feedback. This is because the most comprehensive evaluations include non-direct reports (internal customers and associated teams) and two to three levels above and below each employee.

My Management Style

My management style has changed from 100% of MBO to one of a mixture of MBO and EBM. I started using EBM as early as 2000. Scientific and medical were the primary adopters of it at this point and rarely was it adopted as a strategy for business performance and evaluations.

Why did I decide to adopt EBM into my daily management style? Simple, MBO was too objective and all-to-often, the results did not accurately measure actual outcomes within departments or organizations. Additionally, it became increasingly difficult to review teams accurately and fairly so that compensation and bonuses were commensurate.

The decision to introduce EBM into my daily management style allowed me a few benefits
1. Expectations were easier to document and vary between each individual.
2. Precise means for measuring objectives were clearer and better-defined.
3. Review meetings, that no one seems to have time for, were reduced to a few minutes and were more organized, effective, accurate and simple to document.
4. During final reviews, the annual documentation was reviewed and percentages between each person was fair and simplified compensation, bonuses and percentage of raises.
5. Although no one was aware of another teammates evaluation, they were very cognizant of their own. In most cases, they explained their performance based upon the documented and periodically reviewed information and in nearly all cases matched my own observations.

6. Team performance greatly increased through the introduction of performance expectation clarity and ability to equitably measure true team and individual contributions.

One large fortune 100 company performed one such evaluation where I was managing an IT support team. Post evaluation, upper level management invited me to manage all of the IT teams and to train them and the individual IT managers with my style.

No One can Manage on MBO and EBM Alone

Along with including MBO in performance analysis and appraisals, many skills acquired over two seasons of NLP, by Lindagail Campbell were utilized. I thank my partner, for admitting me to these two annual courses with her. It was an emotional stretch but well worth the two-year investment. Due to the skills learned, my communication and management style vastly improved. When HR learned of these skills, I was invited to help create training programs within the fortune 100 organization but was unable to accommodate the request do to my hectic IT schedule.

One of my favorite skillsets, learned from Michael Grinder, an expert in non-verbal communications, is called "How Not to Get Shot." Methods like this have streamlined my management style to the advantage and benefit of everyone on the teams.

A copy of my anonymous review is included below for reference. I have never been reviewed before and I want to state that the results are directly due to my mentors and the decision to introduce EBM into management in 2000. I hope all IT technical organizations will introduce additional management styles, like the ones mentioned above, into their set of skills.

About the Author: Richard D. Lucky Quatier started and managed a successful Office Products and Digital Imaging business in Portland for 20 years before transitioning into the IT industry. He provided technical digital product support for Levi Strauss, Microsoft, Los Alamos National Labs, NASA, The U.S. Air Force, Rutgers University and more. Richard held a Top Secret/Cryptology security clearance prior to this engagement.

After managing in a number of fortune 100 organizations he currently provides IT services and expert people resources for all types of businesses, large and small. Richard and his team have developed solutions for Expedia, Microsoft, World Vision and more. Clients have praised QuixTec for fast delivery, larger than anticipated savings and quality of product delivery

CLICK TO SEE MY FORTUNE 100 EVALUATION

PERSONAL REPORT
& RECOMMENDATIONS

The following is a personalized report as well as recommendations for moving ahead successfully in your career.

0 – 17 🔴 Take Action   18 – 34 🟡 At Risk   35 – 50 🟢 Doing Well

Career Questions	Review Answers					Score
Appreciate Uniqueness	1. 5	2. 5	3. 4	4. 4	5. 4	
	6. 4	7. 3	8. 3	9. 5	10. 5	
					Recommendations	42
Access Capability	11. 5	12. 4	13. 5	14. 5	15. 5	
	16. 5	17. 4	18. 5	19. 5	20. 5	
					Recommendations	46
Anticipate the Future	21. 4	22. 4	23. 3	24. 3	25. 5	
	26. 4	27. 4	28. 3	29. 2	30. 5	
					Recommendations	37
Align Aspirations	31. 5	32. 5	33. 5	34. 5	35. 4	
	36. 4	37. 4	38. 5	39. 4	40. 4	
					Recommendations	45
Accelerate Learning	41. 4	42. 5	43. 5	44. 4	45. 4	
	46. 4	47. 3	48. 4	49. 5	50. 2	
					Recommendations	40

Appreciate Uniqueness

Managers who genuinely appreciate the uniqueness of each individual build trust and confidence. The behaviors, in turn, are the underpinning of an environment that nurtures learning and growth. These managers become partners in the ongoing process of developing individuals for tomorrow. They listen respectfully and help individuals confront the question, How Am I Unique?

These managers are confident and comfortable talking with individuals about their values, interests, style, skills, and competencies. They seek to understand what motivates their individuals, and they are willing to negotiate to meet individual life and work balance needs.

Recommendations (for High Score)

You clearly know your people very well and feel comfortable talking with them about their professional and personal needs. Critical issues for many individuals evolve around work/life balance and having challenging work.

- To learn more about what is important to each person, ask them about their values and where they feel "in sync" or "out of sync" with their work. Talk about how they might redesign their work so they feel more aligned. People who live their values are happier and more productive.

- Work/life balance needs vary for different people. Discover the special needs of each person on your team. Negotiate work schedules, work environment, and work styles to fit their different needs. Negotiate new arrangements where necessary.

- Most people want to have a sense of meaning and contribution from their work. Talk with individuals about their unique talents, skills and personality traits. Brainstorm ways they could make a greater contribution to the organization, using their unique talents and abilities.

Assess Capability

Managers need to assess their individuals' capabilities in four distinct areas:

1. Reputation;

2. Individual performance;

3. Team performance, and

4. Support network.

Skilled managers can help individuals answer the question, What Are My Capabilities?

They recognize potential; they seek out talent; they speak to others about their individuals' talent; and they open doors to opportunity. These managers critique performance constructively, and they help individuals assess their own individual and team performance. They pay attention to the reputation of their individuals, and speak powerfully to others about their individual accomplishments.

Recommendations (for High Score)

You are skilled at assessing the capability or your people. Once you know what they can contribute, put your time in every day towards building their reputation and network inside and outside of the organization.

*   Go out of your way to recognize and reward individuals for their contributions in the presence of customers, colleagues and individuals. This builds their reputation as well as yours - as an appreciative manager. People will want to work with you.

*   Individuals need strong and broad networks in order to be peak performers. Help them widen and strengthen their network by introducing them to people in the industry. Support their participation in professional networks so they bring wisdom and resources back to the organization.

Anticipate the Future

Anticipatory managers lead others in the organization. They are continually working with individuals to help them answer the question, How Is the Web of Work Changing?

These managers don't worry about the future. They feel secure, because they're already thinking how competitors, key professions, other organizations, as well as their industry and organization, might change over the next few years. These managers make decisions today, based on their best sense of where things are going tomorrow. They are prepared and confident. They study the trends in the industry, organization, and critical technology.

Recommendations (for High Score)

You are clearly paying attention to the future as well as day-to-day performance. Congratulations! Take advantage of this and spend some percent of staff meetings or conference calls helping your people think about the future, both professionally and personally. You can foster and lead conversations by posing the following questions:

- What are the trends in their profession (e.g., software engineering, IT, marketing, sales, finance, etc.)? How will these trends impact their work in the future? Based on the trends in the industry, what new competencies, process, products, or services will be required to stay competitive in the future?

- What new types of technology are appearing and how can these increase personal performance and productivity. What personal changes can be anticipated? How might they impact the business unit? How can they best prepare themselves and how might the organization help?

Align Aspirations

Aligners of aspirations link the needs of the organization with the goals and aspirations of their employees. These skilled managers clearly understand the strategic direction of the organization, as well as the kinds of talent, professions, and mastery required to realize the organization's mission and strategies. Aligners help employees answer the question, ***What Are My Aspirations?***

They often ask their employees about their goals and aspirations and look for opportunities for them to be fulfilled. The mission of the organization - not just their immediate business unit, department, or division - forms the context of their actions. They create a "win-win" culture for individuals and the organization.

Recommendations (for High Score)

Many unplanned opportunities for projects, temporary assignments and positions show up in meetings and discussions. Be prepared to be a broker for your people. Know their goals and aspirations so you can maximize these serendipitous opportunities as they show up.

- Discuss long-term aspirations as well as short-term career goals with individuals. Know what they're looking for so you can listen for opportunities and open doors for them.

- Talk about how an individual's long and short-term goals enhance their mastery and contribution to the organization. If their aspirations lead to other professions or organizations, lend a helping hand, so you have their "good will."

- Listen carefully for ways in which an individual's long-term aspirations clearly support the mission and strategies of the organization. Help them set short-term goals to prepare them for the future.
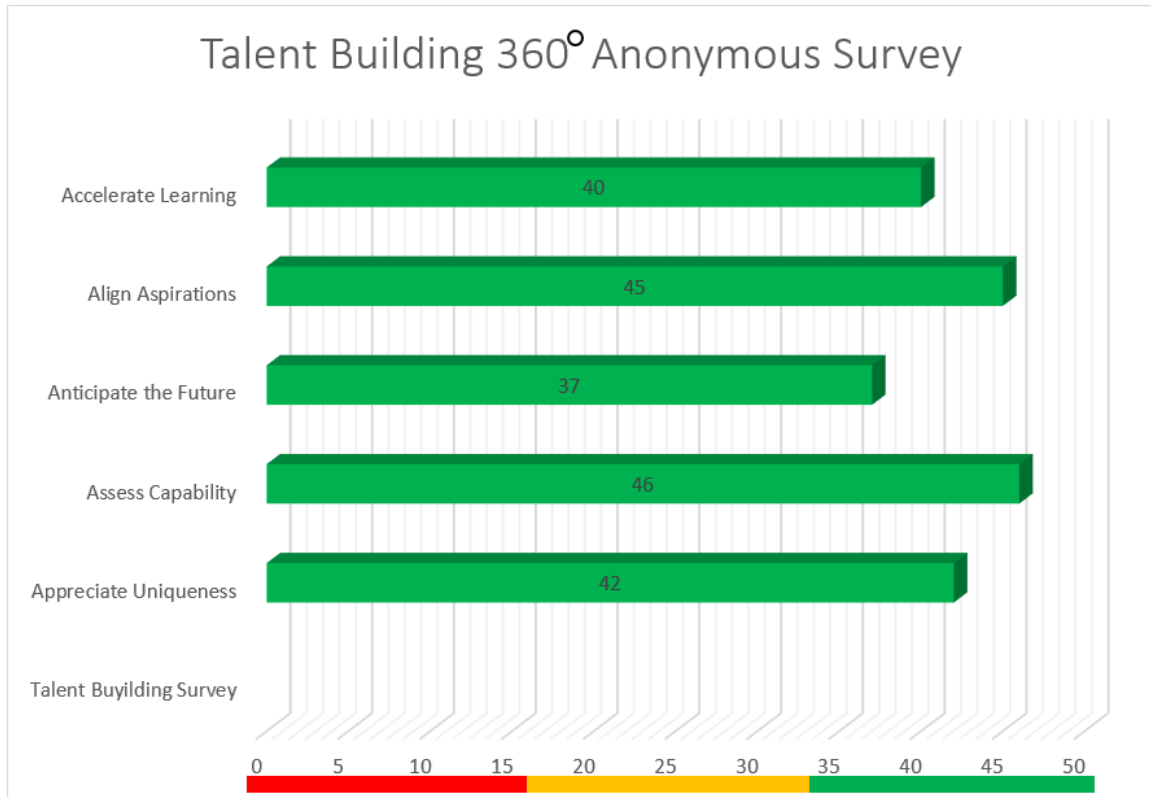
Accelerate Learning

Accelerated learning is a requirement today. Individuals must constantly build their knowledge and competence, or they will risk obsolescence. Managers must relentlessly engage individuals to find new answers to the question, How Can I Accelerate Learning?

Managers who are committed to their individuals' quest for mastery not only help keep talent in the organization, they also command respect and admiration. People stand in line to work with them.

Recommendations (for High Score)

Just-in-time learning is becoming a norm today in a variety of settings beyond the classroom. Less time and money are available for traditional training. So, you need to become skilled in discovering assignments where people can learn quickly and achieve their goals while doing the work of the organization. Review and discuss the goals of your team members. Work together as a team to:

- Define individual learning goals.

- Determine several ways individuals could achieve their learning. Options include:

  o Conferences
  o Long-distance or e-Learning
  o Mentor relationships
  o Temporary assignments outside your unit or organization
  o Courses
  o Teaching skills, processes to others

- Calculate the time and resources to make it happen. Have quarterly review meetings as a staff to discuss the results.

Talent Building 360° Anonymous Survey

Category	Rating
Accelerate Learning	40
Align Aspirations	45
Anticipate the Future	37
Assess Capability	46
Appreciate Uniqueness	42
Talent Buyilding Survey	

Your rating is within the top .5% of all ratings received out of 75,000 employees and managers surveyed.