

Here is your issue of Great Managing Newsletter– Enjoy!

GREAT MANAGING: A Newsletter for Leaders & Managers  
Volume 9, Issue 11, June 15, 2010  
Publisher: Critical Path Consultants  
<http://www.laurieford.com>  
© 2009 Critical Path Consultants

YOUR Success Is OUR Business

## **IN THIS ISSUE**

Great Managing News

FEATURE: How to Get Good Performance from Others

Great Managing Quotes

## **GREAT MANAGING NEWS**

### **Need Instant Credibility?**

Credibility is a foundation for effective working relationships, but what do you do if you are new to a group and haven't had the opportunity to build credibility? [Here is one recommendation.](#)

### **Do Complex Problems Require Complex Solutions?**

Some problems, such as the oil spill in the Gulf of Mexico, are complex and require sophisticated and complex solutions. But, as Rory Sutherland points out in [this short video](#), many complex problems can be solved with simple solutions.

## **MANAGEMENT TIP and TECHNIQUE #182**

How to Get Good Performance from Others  
Jeffrey and Laurie Ford

### **Overview**

Poor performance is frustrating. How do we interact with people who just don't "get it"? You wonder if they really DO know how to do a good job and are just being stinkers, or if they don't care, or if they honestly don't have the ability to do it right. We have learned that many people perform poorly because they don't know they are performing poorly!

### **The Good Performance Trio**

Good performance requires some combination of clarity, ability, and effort. People need clarity about what they should produce and how they are to produce it. Clarity means not relying on vague “expectations” (an internal, mental phenomenon), but on clearly written or itemized standards and requirements.

Ability is required – people must be capable of doing what they are assigned. If I need open heart surgery, I want a doctor who has the necessary skill, experience, and resources (e.g., a good surgery team).

Finally, effort. Good performance requires that people put forth the effort needed for the job. This is where motivation comes in: when people are motivated, they find ways to overcome obstacles and barriers that might otherwise limit their performance.

Based on this trio of ingredients, we are likely to conclude that people who perform poorly are unclear about what to do, don’t have the ability, or lack motivation. This might be right in some cases, but it’s wrong in many others.

### **The Fourth Dimension**

Becoming a good performer also requires awareness of the difference between “good” and “poor” performance. Surprisingly, [research shows](#) that most people believe they are doing things correctly, even when they aren’t. We can’t see our own limitations as well as we can see them in other people.

Jeffrey plays golf at OSU with several of his colleagues. Some of them are good golfers, some not so good. It is easy for Jeffrey to see why the not-so-good golfers are having problems: her swing is choppy, or his body doesn’t turn. It’s not so easy to see himself, so he doesn’t know what, if any, changes to make to improve his game.

When it comes to golf, Jeffrey is clear about what to produce, has the ability (he played collegiate golf), and is motivated to do well. What is missing is an objective awareness of his performance, and which actions or behaviors are ineffective.

### **Feedback Is Needed**

People often do not see what they could or should be doing to improve their performance. In a very real sense, they can’t tell whether their current performance is good or poor. As a result, they think they are performing pretty well, all things considered.

Where this is true, you can help people improve their performance by providing specific feedback. Tell people the difference between their current performance and good performance. Spell it out: this is what good performance looks like, and these are the actions, behaviors, or communications that you need to change.

In Jeffrey's case, working with a golf pro would give him feedback on his swing for each shot and allow him to see (and feel) the difference between "good performance" and whatever it is that he is doing now. Once he has the feedback, he can decide whether he's willing to do the work required for improvement – or not.

### **Conclusion**

People perform well because they have clarity, ability, and the motivation to invest effort. If you give them feedback on their performance, they will also be able to see exactly how to do better. Good feedback is vital to developing people to be great performers.

### **GREAT MANAGING QUOTES**

Heroes and cowards feel exactly the same way. Heroes react differently, that's all.

---Gus D'Amato

Freedom means choosing your burden.

---Hephzibah Menuhin

Optimists are right. So are pessimists. It's up to you to choose which you will be.

---Harvey Mackay

### **SUBSCRIPTIONS TO GREAT MANAGING NEWSLETTER**

Do you have friends or colleagues who are interested in being great managers? Just FORWARD this copy of GREAT MANAGING to them (don't sign them up – they need to choose their own subscriptions). That way, if they think this Newsletter will be useful for their work, they can get their subscription at [LaurieFord.com](http://LaurieFord.com) or [ProfessorFord.com](http://ProfessorFord.com).

**PRIVACY STATEMENT:** We will not distribute your email address to anyone. Period.