

EXHIBIT 9.2. OUTCOME REPORT

Managing Performance

Business Need

For Gyrotech to operate effectively, managers must provide good workforce management. When managers guide the performance of their employees—through performance planning, coaching, and providing feedback—improved productivity should occur.

To focus managers on performance management, Management Development partnered with Gyrotech’s human resource departments around the world to identify top-priority management needs. At the time, core management skills were the main concern and managing performance was considered a top priority. The partnership led to the discovery of a significant number of employee complaints due to lack of goal setting and performance feedback from managers. As a result, a strategy was established to address Managing Performance for the specific purpose of improving managers’ skills in managing employee performance.

Methods and Results

Management Development defined success for the Managing Performance program in several ways. From the outset of the evaluation strategy, we were committed to evaluating Managing Performance for work setting execution and business outcome.

First, we wanted to be sure the program was well received by the managers attending in terms of relevance and importance. Next, we wanted to evaluate how well the managers were increasing their skill set by attending the program as well as their confidence with applying the newly learned skills. Third, we wanted to see if managers were successful in actually executing the new skills back on the job. Finally, we focused on reducing the employee complaints.

Initial Reaction

Question: Were managers satisfied with delivery of Managing Performance?

Measure: After training, managers were asked to rate the program on eight critical outcomes (such as appropriate content, expectations, and links to on-the-job performance).

Results: On average, managers’ initial reactions were 91 percent positive. Ninety-three percent of participants would recommend Managing Performance to others.

Initial Reaction	Percent Agree
Objectives were clear	95%
Material was focused and targeted	93%
Activities and practice were relevant to job	84%
Content was important to my job	86%
Length and pace were appropriate	88%
Delivered high value for time invested	98%
Work performance will be improved	99%
Would recommend course to others	93%

Performance Readiness: Learning

Question: Were managers able to learn new skills and gain confidence while attending Managing Performance?

Measure: At the end of the program, managers were asked to complete a learning assessment, which included ten statements that focused on the key skills of the program. Managers assessed their own abilities before and after attending the program in relation to each statement. The assessment also asked managers to rate

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EXHIBIT 9.2. (Continued)

their confidence level in being able to demonstrate the key skills back on the job.

Readiness Results: Before attending the program, only 35 percent of the managers (on average) agreed they could demonstrate the targeted skills.

After the program, an average of 94 percent of the managers agreed they could demonstrate the skills. This change represents a 59-percentage-point improvement in overall skills.

By using skill practice exercises, the training gave managers the confidence to execute the skills back on the job. After training, managers had an average 95 percent

confidence level in their ability to demonstrate the targeted skills.

Skill	Confidence
Using key principles	89%
Improving performance planning and goal setting	100%
Coaching	94%
Providing feedback and encouragement	94%
Improving objectivity of performance reviews	97%

Execution in the Work Setting

Question: To what degree did managers execute on the job after Managing Performance?

Measure: Three to six months after managers had a chance to apply the skills to the job, a random sample of managers and their direct reports were asked to complete a behavior change questionnaire. Managers indicated the degree of success in applying the skills as a result of attending the program. Direct reports also indicated their perception of the manager's success in applying the skills listed on the questionnaire since attending the program.

Results: The following table shows the percentage of respondents indicating at least some degree of success in applying the Managing Performance skills. Managers attending the program experienced real skill improvement. They were practicing the skills learned at the session. And their employees were experiencing the positive impact.

Skill Area	Direct Reports	Manager
Maintain and enhance self-esteem	67%	100%
Listen and respond with empathy	89%	100%
Ask for help and involvement	89%	100%
Share thoughts, feelings, rationale	78%	100%
Provide feedback	89%	100%
Create performance plan and goals	78%	86%
Conduct interactive performance discussion	78%	100%
Guide and advise	67%	100%
Clarify performance gaps	100%	71%
Follow up	89%	71%

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EXHIBIT 9.2. (Continued)

Business Outcome

Question: Did execution of skills from attending the Managing Performance course result in an improved business outcome?

Measure: Employee complaints were tracked for the three-month and six-month periods following the training.

Results: The preprogram employee complaints centering on performance management had a trend level at one hundred per month.

Following the training, the trend changed significantly. Complaints were down to fifty per month at the three-month mark and twenty per month at the six-month mark. This is an 80-percent reduction at the end of six months.

Success was analyzed using focus groups in two operational areas (the engineering department and the service department). The results from this effort, which will be an addendum to this report, will be presented to senior management next month by the company Employee Concerns Group. We partnered with this group to conduct the focus groups, and they are excited about presenting the results to management. Their data will further substantiate situations in which the Managing Performance program is working well (a success analysis) and situations in which it may not be working well (a disappointment analysis).

Conclusions

Gyrotech managers' participation in Managing Performance has yielded many positive benefits, as reflected in the

positive initial reaction to the program, skill acquisition during the program, increased confidence level in using the skills, and ability to demonstrate the skills on the job.

With newly fortified skills in managing performance, managers can lead employees to new levels of productivity. Good performance management skills have contributed to organizational alignment by ensuring that individual goals are developed and achieved. A recent check on the Goal Achievement Report indicated a 40-percent increase in goal achievement since the training was delivered. No attempt was made to tie this improvement to the Managing Performance program, but there is strong sentiment among direct reports that it has been a major contributor.

The managing performance program has provided significant evidence that it has contributed to the support of Gyrotech strategies.

Note: Although we are using the Managing Performance program to determine the relevant results in this study, this is *not* a report card on the training department or the client department and its employees. *We are determining how the training process works from start to finish.* The process begins with a partnership that seeks to identify the expressed need, continues with the appropriate learning engagement, and concludes with the expected performance in the work setting that influences one or more business outcomes. We learn from both the successes and failures of the process so that we can continue to improve the process components.