Good morning,

Thank you for registering to attend “Eleven Principles to Improve Your Organization’s Feedback and Performance” on September 27, 2019 at 11:30a. I’ve attached an overview of the four areas of the System of Profound Knowledge (SoPK) from which we will be drawing upon in our discussions.

You will get more from your participation in the Lunch & Learn session with some preparation. These are not required actions. They are recommended to enhance your learning opportunities during the time you will be with us.

Preparations

1. Develop a short description of list of the areas you would like to see improved in your current feedback/appraisal system
2. List any issues, problems or concerns that may exist with your current feedback/appraisal system.
3. Develop a simplified view (sketch) of your current feedback/appraisal process. A 4-step process for creating this view, along with 2 real-world examples are shown below (and attached). The process is:

   Step 1. Show Participants and Frequency of Feedback Review
   Step 2. Depict Document(s) used
   Step 3. Sketch Physical Setting
   Step 4. Add Words or Thoughts of Reviewer and Employee

Please send these items to me eric@qualityandinnovation.org as much in advance of our session as possible.
4-Step process for developing your own 1-page “Before” document

Two real-world examples
**STEP 1. SHOW PARTICIPANTS AND FREQUENCY OF FEEDBACK REVIEW**

Manager  Employee

Annual review

**STEP 2. DEPICT DOCUMENT(S) USED**

Manager  Employee

Annual review

Evaluation of person

**STEP 3. SKETCH PHYSICAL SETTING**

**TABLE OR DESK**

Reviewers on one side of table

Employee on opposite side of table

**STEP 4. ADD WORDS OR THOUGHTS OF REVIEWER AND EMPLOYEE**

“2.8 of 5”

“4.7”

Evaluation of person

Annual review
EXAMPLE #1 – “BEFORE” VIEW

“2.8 of 5”

“4.7”
**STEP 1. SHOW PARTICIPANTS AND FREQUENCY OF FEEDBACK REVIEW**

Input providers  
Manager  
Me  

Annual goal review and goal setting

**STEP 2. DEPICT DOCUMENT(S) USED**

Input providers  
Manager  
Me  

Annual goal review and goal setting

**STEP 3. SKETCH PHYSICAL SETTING**

Input providers  
Manager  
Me

**STEP 4. ADD WORDS OR THOUGHTS OF REVIEWER AND EMPLOYEE**

Manager  
Me

People said these things about you, and I agree.

But, it sounds like you didn't interpret what they said correctly. I'd like to have a conversation with them about those things.

Both sign form. Submit to HR. The top tier gets the biggest pct. raise.
EXAMPLE #2 – “BEFORE” VIEW

People said these things about you, and I agree.

But, it sounds like you didn’t interpret what they said correctly. I’d like to have a conversation with them about those things.

Input providers

Manager

Me

Both sign form. Submit to HR.
The top tier gets the biggest pct. raise

Annual goal review and goal setting

Standard ?’s
1) ~~~~~~~ X
2) ~~~~~~~ X
3) ~~~~~~~ X
4) ~~~~~~~ X
5) ~~~~~~~ X
6) ~~~~~~~ X

RATING SCORE

Annual goal review and goal setting
A system is a network of interdependent components that work together to accomplish the aim of the system. Management of a system requires knowledge of the interrelationships between all the components within the system and of the people that work in it.

The central problem of management in all its aspects, including planning, procurement, manufacturing, research, sales, personnel, accounting and law, is to understand better the meaning of variation, and to extract the information contained in variation.

Psychology helps us to understand people, interaction between people and circumstances...between a manager and their people and any system of management. One inherits a right to enjoy one’s work. Good management helps us to nurture and preserve these positive innate attributes of people.

The theory of knowledge helps us to understand that management in any form is prediction. The theory of knowledge teaches us that a statement, if it conveys knowledge, predicts future outcome, with risk of being wrong, and that it fits without failure observations of the past. Information is not knowledge.

A System of Profound Knowledge – W. Edwards Deming
SEPTEMBER 27, 2019
11:30AM – 1:00PM

Eleven Principles to Improve Your Organization’s Feedback and Performance

Join us to learn something practical that you can apply immediately!

John G Russell Leadership Building
120 Front Ave. SW
Grand Rapids, MI 49504

Register:
www.eventbrite.com/e/iqi-lunch-and-learn-tickets-69416906837