



OBSERVE PERFORMANCE



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Our leaders observe performance & tie our targeted behaviours to results via critical KPIs & metrics. - We introduce healthy stretch to challenge our teams

WHY THIS IS A PBS LEADERSHIP FUNDAMENTAL?

Great leadership requires **active engagement**. Observing performance in real-time allows leaders to:

- Identify **strengths** to reinforce and leverage.
- Detect **weaknesses** before they escalate into major issues.
- Provide **timely support** to ensure employees have the tools and guidance they need.
- Foster a **culture of continuous improvement**, where learning and development are prioritized.

Being **present and observant** shows employees that leadership is invested in their success. When leaders actively observe performance, they move from **reactive problem-solving** to **proactive leadership**, ensuring small issues don't turn into costly mistakes.

GUIDANCE TO SUCCEED

- ✓ **Regularly assess individual and team performance**
 - Create a consistent rhythm of observation, whether through scheduled reviews or informal check-ins.
 - Don't just focus on what's going wrong - observe **what's working well** and reinforce it.
- ✓ **Offer immediate, constructive feedback**
 - **Timely feedback** ensures course correction happens when it matters most.
 - Use a structured approach such as the **SBI Model (Situation, Behaviour, Impact)** to make feedback specific and actionable.
- ✓ **Identify and address small deviations before they escalate**
 - Minor inefficiencies can grow into major bottlenecks.
 - **Address issues early** to prevent rework, lost productivity, or safety risks.
- ✓ **Be visible, engaged, and approachable in day-to-day operations**
 - Leadership presence shouldn't be limited to meetings- **walk the floor, visit job sites, and interact with employees** where the work happens.
 - Ask **open-ended questions** to encourage dialogue: *"What challenges are you facing today?" "What's working well in your role?" "How can I support you?"*
- ✓ **When things are not going well, record it and take steps to improve**
 - Keep **detailed records** of recurring issues—this helps identify patterns and root causes.
 - Use insights to **implement lasting improvements** rather than temporary fixes.

TACTICS FOR SUCCESS

- 📌 **Conduct informal "walk & talks" with team members**
 - Casual, **low-pressure conversations** encourage honest feedback and provide real-time insights into team morale & challenges.
- 📌 **Use structured observation methods**
 - Implement **Safety, Quality, and Productivity checkpoints** to systematically evaluate team performance.
 - Consider **checklists, dashboards, or KPIs** to ensure objectivity.
- 📌 **Document patterns and trends to inform future decisions**
 - **Observation without action is wasted effort.**
 - Keep track of performance trends over time to refine training, resources, or processes.
- 📌 **Encourage open discussions rather than micromanaging**
 - Leaders should guide, not dictate.
 - Create an environment where employees **feel comfortable discussing performance issues openly** rather than fearing consequences.

FINAL THOUGHT

Observing performance isn't about **watching over people**, it's about **empowering them to succeed**. Effective leaders balance structured observation with approachability, ensuring their teams feel supported rather than scrutinized.

