

Case Study

It's review time... what do I ask?

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Introduction

We know that a robust review process is important to our golf club business, however we often hear of Managers and employees with no reviews for years on end. Or if there are reviews its "Everything Ok?" "Yes" "Great", job done.

This case study will identify, through the information received from 80,000 managers in over 400 companies by the Gallup Corporation, 11 key questions to use as a measuring stick of employee opinions and productivity directly

impacting on customer satisfaction, profit and an engaged staff leading to low staff turnover.

These questions can be used across the wide range of relationships in a club, both paid and unpaid. Can be a review by a Board Chairman with the club manager, the club manager with staff and used by a Chairman to board members as a measure of your board effectiveness internally.

11 Questions

Warning:

Some of the answers to these questions you may not like, they may highlight areas that you as a club are not great at but importantly they will give a guide to areas of improvement for a more engaged staff and productive environment in the future.

After each question we will highlight a couple of points to allow you a head start to identifying areas of potential improvement.

Question 1: Do you know what is expected of you at work?

- Are there clearly defined roles and expectations currently in place?
- When setting expectations, define the right outcomes not the steps (that is their job).
- Is success easily measured?
- Are there regular updates as to expectations?

Question 2: Do you have the materials and equipment you need to do your work right?

- Are your administration systems up to date and relevant?
- Are the tools you use up to date and efficient? - from computers to greens mowers.
- Have the requirements changed over time?
- Have you an equipment replacement schedule in place?

Question 3: Do you have the opportunity to do what you do best every day?

- Do you understand their strengths?
- Are their strengths being used?
- Are they in the best role to utilise their strengths?

Question 4: In the last 7 days, have you received recognition or praise for doing good work?

- Genuine recognition for a job well done needed here - don't fake it.

Question 5: Does your supervisor or someone at work seem to care about you as a person?

- Do you know them as people not just employees?
- Can you tell when they are 'not on song' and know why?
- Can they talk to you in confidence?

Question 6: Is there someone at work who encourages my development?

- Do you understand their career plans?
- Do you create opportunities for them to learn new skills?
- Are there clear pathways for them?

Question 7: At work, do your opinions seem to count?

- Do you have an environment where opinions are sought?
- Do you have an environment where opinions are valued?
- Do you have an environment where opinions are acted upon?
- And if not acted upon, clear communication as to why not?

Question 8: Does the mission / purpose of your club make you feel your job is important?

- Do you have a clearly articulated mission / vision?
- Is it relevant?
- Is it motivating?

Question 9: Are your co-workers committed to doing quality work?

- Are all other staff engaged in their jobs?
- Is 'it's not my job' a common response?
- Is quality work easily identified?

Question 10: In the last 6 months has someone talked to you about your progress?

- Should not be part of the review process.
- Identify opportunities / targets / behaviours to measure progress.

Question 11: In the last year have you had opportunities at work to learn and grow?

- Have you supported them with personal development opportunities?
- Do you allow innovation?
- Do you have an environment that encourages all to make things better, to learn, to grow and to innovate?

Conclusion

There are a large number of variations available out there for review process questions, this is one example. If the groups/people you survey answer honestly in the affirmative to these questions then you will have a work environment with a recurring sense of achievement, others accepting the thrill of the challenge of their work and importantly an environment that relishes the challenges ahead.

More information regarding these questions and the philosophy can be found in the book "First, break all the

rules" Marcus Buckingham and Curt Coffman. For those who may read the book you will notice a 12th Question "Do you have a best friend at work?" this has been removed as potentially irrelevant in our workplaces.

[CLICK HERE](#) for a PDF of the 11 questions for your reference/use.

Want help with your review process feel free to contact the Community Golf team at NZ Golf 09 485 3230.