

**Leading and Learning, Inc.** is an **organizational management consulting firm**. We are a firm of 35 professionals who work with CEOs, leaders on issues of organizational change, leadership development, and personal, professional effectiveness. Our experts in the fields of business, education and health care work with leaders in a wide array of corporations and organizations – **banking, manufacturing, utilities, hospitality/ entertainment, hospitals/health systems, technology/aerospace, service industry, government.**

**Leading and Learning, Inc., selected “Volunteer Business of the Month” November, 2006, by TVCC, is headed by Dr. Billie Blair, President/ CEO.**

She and her staff of 35 professionals have worked with corporations and organizations for over 25 years.

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**Did You Know** that many boards are now conducting formal evaluations . . . of **themselves** ? ***Our board clients use the services of Leading and Learning, Inc. to provide feedback on critical areas such as understanding of issues, attendance at meetings, and participation to better understand their processes for the future.***

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**December, 2006: Evaluating the Year’s Performance** Managers will want to look at performance of projects, personnel, and the total organization as year-end approaches. It’s good to be able to look back at what actually has been done and what still needs doing. In conducting performance evaluations, there’s the need to first review what the goals were. Ask “What was it that we said we’d accomplish?” If strategy building has been done for the year, goals will have been set, and the evaluation will be a determination of how well those goals were met.

To start this review, begin by taking a look at the progress achieved on each major goal. If a telecommunications company has one annual goal to “Make significant marketing inroads in the Timberlake community” ( the objectives section will specify that “significant” means a customer increase of 35%), then the initial process for evaluating progress related to that goal will be to look at the aggregate data.

Assuming that a company has 5 more goals, a full process: is 1) scan the *aim* of this year’s work in relation to the 6 goals; 2) determine the *measures* that were intended to be used; and 3) collect *data* that support activities in each goal area. Once basic information has been obtained, the technical aspects of the evaluation, including an analysis of the data and a determination of their meaning for future efforts of the company, complete the cycle.

When goals have not been set in advance, evaluating annual successes becomes more complicated, and requires applying formulae extrapolated from a sampling of current conditions. Therefore, if your company didn’t do its annual goal-setting for this year, make it a new year’s resolution for next. Happy Holidays!