

The Collector Chronicle

NORTH AMERICAN RECOVERY

December 2022

America's Collection Authority

LAST MONTH'S LUCKY WINNER

The lucky winner of our client prize for November is Mountain West Anesthesia. They have been using our agency since 2015! We will be sending them a gift basket from the Chocolate Covered Wagon. Enjoy!



THIS MONTH'S PRIZE

This month we will be giving away a gift basket from the Chocolate Covered Wagon. Each client who sends new accounts during the month of December will have their name entered into a drawing. At the end of the month, we'll draw a name, and if it's yours, you'll win the gift basket!

Don't miss out on your chance to win!

Send new accounts before the end of the month!

Good luck!!



**CHOCOLATE
COVERED
WAGON**

PERFORMANCE APPRAISALS

BY DAVID J. SAXTON

President, NORTH AMERICAN RECOVERY

We have a Management Trainee program in my company. It's basically a class where we teach aspiring managers the ins and outs of management. We do so in a "book club" format, where we read a popular business book, then meet on a regular basis to discuss the concepts presented in each chapter. We compare the ideas the book presents to how we actually do things in our company.

We discuss whether we agree with them or not. If we don't agree, we then talk about why our way of doing things works better for us. This program gives a glimpse of what it's like to be a manager and allows those who may be on the fence some additional insight as to whether management is the right fit for them.

Recently, we read and discussed chapter 29, "Doing Performance Appraisals," in a book called "The First Time Manager." The second paragraph in this chapter said this: "Clearly, all of us like to know how we're doing. A formal system of performance appraisal—for example, one or two planned reviews with the employee each year for the specific purpose of discussing how she's doing—is preferable to the informal method, which is too often equivalent to doing nothing." When we met to talk about it, I respectfully disagreed. Let me tell you why.

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Formally meeting with your employees is absolutely necessary in an employer-employee relationship. There's no question there. However, doing it only once or twice a year? Seriously? Come on. What kind of relationship can be strong, productive, or healthy if you only formally discuss how it's going once or twice a year? I can't think of any, probably because there aren't any.

I've always taken a different approach. First, I actually believe in daily feedback on how an employee is doing. I'm serious. We have a report for every aspect of what someone does during their day. The employee knows what they did, when they did it, how long it took, and how long the same task took for everyone else. For a competitive person, this kind of reporting is something they love. It allows them to show their manager, in real time, how hard they are working and how productive they are being. Honest, genuine, daily feedback is a key to certain success.

Another thing we do differently is have monthly formal performance appraisals. These appraisals review the employee's performance during the last

month, and their supervisor gives them honest feedback, either praise for a job well done or guidance on things they need to improve. A critical part of these reviews is that I personally sit in on every single one. Every month. That's right, every person in my company meets with me every single month. And I tell them why I meet with them. It's because I want to personally thank them for their hard work and the job they do every day. I know what it's like to work hard and not be noticed, so that's never happened in my company. It takes a lot of time, but it's some of the most important time I spend each month.

So, do annual or semiannual performance reviews work? Yes, but only if you want unhappy employees who think you don't care about them. For my company, we will keep doing formal monthly performance reviews and giving daily feedback. It works for us.

Thanks for reading, and have a happy holiday season!

— Dave



The Collector Chronicle is published monthly by NORTH AMERICAN RECOVERY for prospective and current clients. Please direct questions or comments to the editor, Dave Saxton, at DaveSaxton@North-American-Recovery.com

1600 WEST 2200 SOUTH, SUITE 410, WEST VALLEY CITY, UTAH 84119 • 801-346-0777
www.North-American-Recovery.com