



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

UNIVERSITY OF MARYLAND
2026 PROJECT MANAGEMENT SYMPOSIUM

From Performance Reviews to Powerful Conversations: A Practical Framework for Leading People & Projects with Impact

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What can you expect today?



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Insights into Feedback

- **How feedback impacts engagement**
- **Difference between performance management and people development**
- **Shift from evaluation to engagement**

Immediate Application

- **Use the 5 zones of engagement**
- **Understand the 4 P's impacting engagement**
- **Apply the PM Quad for feedback**

Learn, Grow, Take Risks

- **Increase your emotional intelligence & leadership**
- **Take a chance doing feedback differently**
- **Challenge yourself to leave and have an immediate feedback conversation**

Why does this matter?

48%

Weak processes:
performance
systems aren't
developing people or
driving business
value

72%

**Corrective
feedback:**
employees would
improve with
manager-provided
feedback

92%

Redirecting works:
negative feedback
can improve
performance when
done well

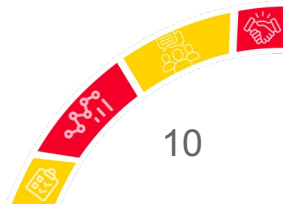
69%

Recognition fuels:
employees would
work harder with
better recognition

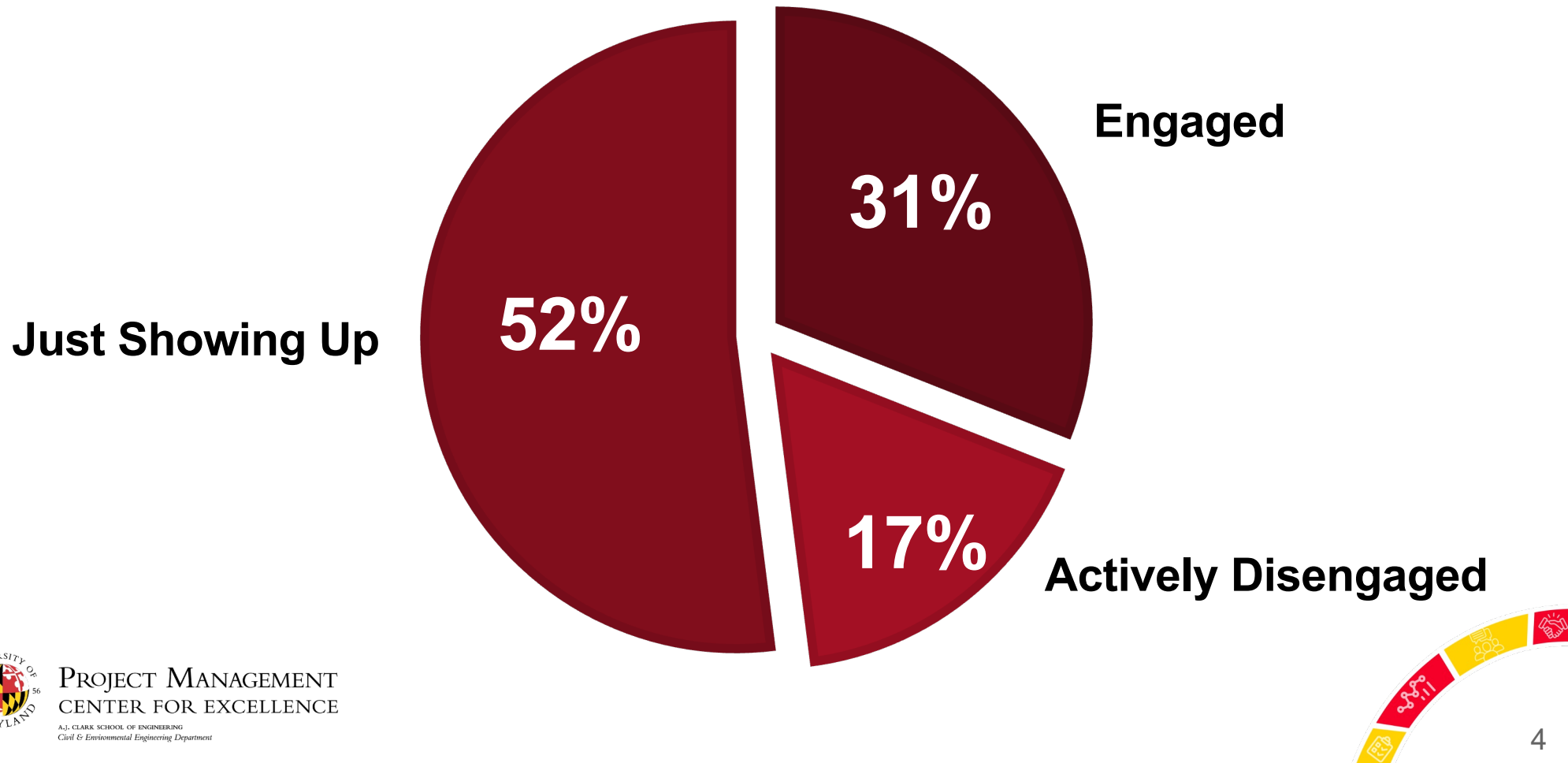


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SOURCE—Zenger & Folkman, HBR, Your Employees Want the
Negative Feedback You Hate to Give



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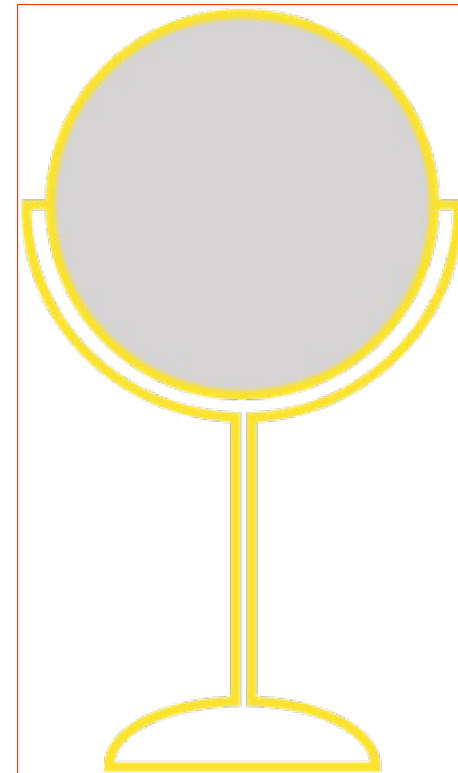


You(r) Role in Feedback

THE
MIRROR



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You(r) Role in Feedback



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Daring Feedback **THE ENGAGED FEEDBACK CHECKLIST**

I know that I'm ready to give feedback when ...

- ___ I'm ready to sit next to you rather than across from you.
- ___ I'm willing to put the problem in front of us rather than between us (or sliding it toward you).
- ___ I'm ready to listen, ask questions, and accept that I may not fully understand the issue.
- ___ I'm ready to acknowledge what you do well instead of picking apart your mistakes.
- ___ I recognize your strengths and how you can use them to address your challenges.
- ___ I can hold you accountable without shaming or blaming.

- The Engaged Feedback Checklist
- Emotional Intelligence
- Understanding how your strengths impact how you do (or do not) deliver feedback
- Impact of your conflict style

Engaged Feedback Checklist



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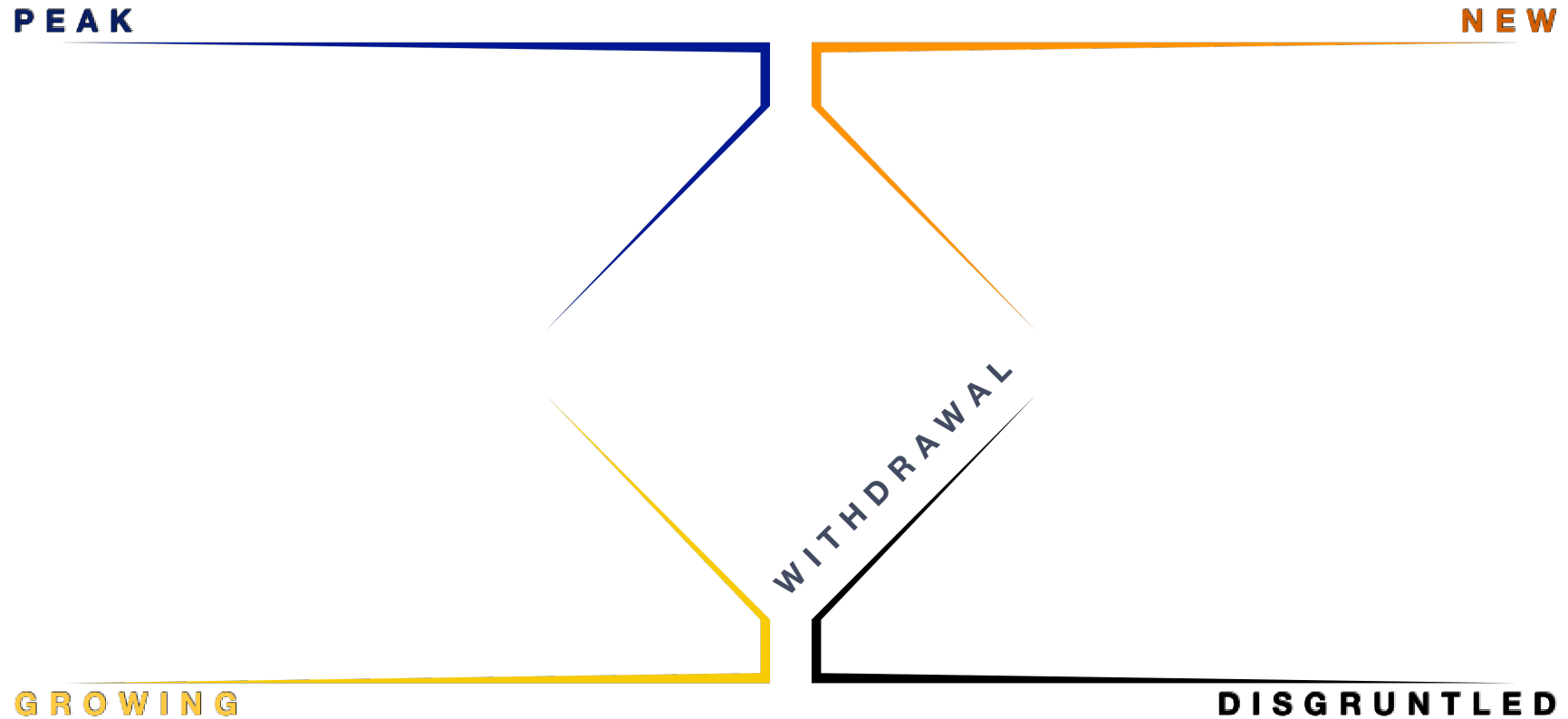
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5 Zones of Engagement



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5 Zones of Engagement



PEAK

- Confidence
- Knowledgeable
- Willingness to share/coach/mentor
- Positive attitude
- Add value whenever they can
- Reliable
- Independent
- They are a coach
- They give good critical feedback
- Questioning to make better
- Others gravitate towards - go to people
- High degrees of trust

NEW

- Doing the technical part, not the management part
- Getting stuck being too nice to people
- Step on more landmines before decisions or in the decision they are making
- This place has never seen a person like me and I'm going to fix everything that's broken
- Eager
- Keeping them from becoming overwhelmed
- How much support they need or is required to get their work done

- Quiet
- Checked-out
- More discernment, not knowing how to interact with different circumstances
- Retirement countdown clock
- Complacent

WITHDRAWAL

- Lots of energy
- Initiative
- Engaged
- High energy
- Active participation
- Volunteering
- Good people skills
- Asking questions
- Ideas
- Believe they can impact change

- Distant
- Argumentative
- Everything is negative
- Everything is a problem (to me)
- resistant to any new initiative
- Excessive complaining
- Non-selections
- Grievances
- Victim mentality

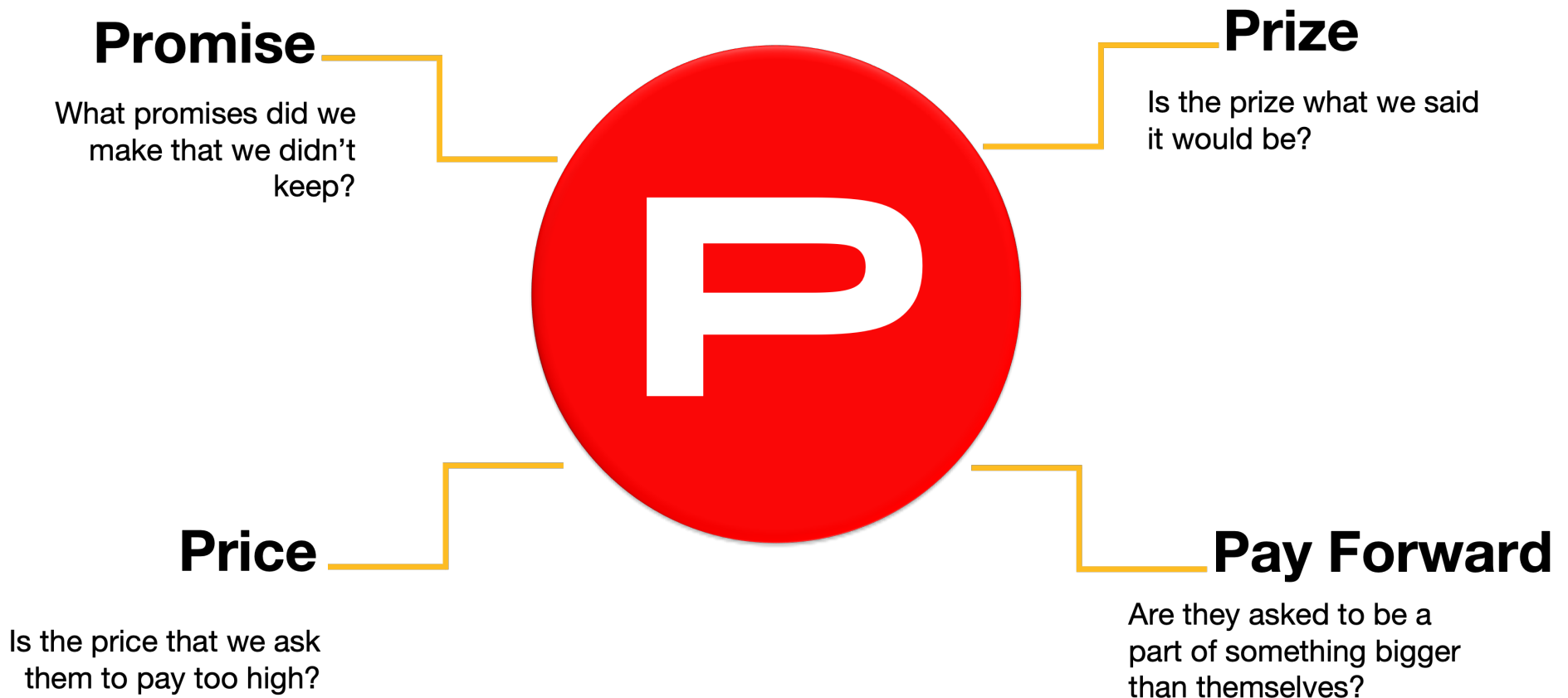
GROWING

DISGRUNTLED

4 P's Impacting Engagement



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The PM Quad



Proficiency

The Proficiency Quadrant is designed to begin the review process using a strength-based approach.

The work here is based upon the employee's natural hard-wired strengths. Knowing what strengths they bring to the team is vital in knowing how to best utilize them.

The proficiency of an employee is indicative of what they uniquely bring to every project, meeting and task. Strengths Expertise, Skills and Uniqueness.

Potential



The Potential Quadrant is designed to outline opportunities for growth and expansion.

The work here is based upon untapped skills and abilities that may come through training, shadowing, temporary assignments and IDPs.

The potential of an employee is indicative of what they can become given chances, opportunities and encouragement.

In this quadrant, be specific about where the employee can grow and what could be improved upon. Make it actionable.

The Principles Quadrant is where the foundational efforts of the organization are measured.

It is here where an organization's core values are measured.

The principles of the organization are vital to its success. It is the ground rules by which each employee should play.

In this quadrant, provide examples of acts of courage and trust, as well as feedback on empowerment and teamwork.



Principles

The Planning Quadrant is about the future success of the organization.

The work here is designed to give the employee the sense of urgency and value in planning for the future workforce.

The planning of the organization is not about "succession planning" but about "success planning".

In this quadrant, the measurement is about employee development, mentoring and investment in others.

Planning



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In Closing

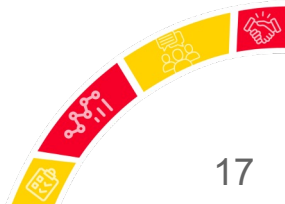
**"The growth and development of people
is the *highest calling* of leadership."**

~Harvey S. Firestone



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Questions & Evaluation

Evaluate Session:



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References



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- Zenger & Folkman, Harvard Business Review, *Your Employees Want the Negative Feedback You Hate to Give*