

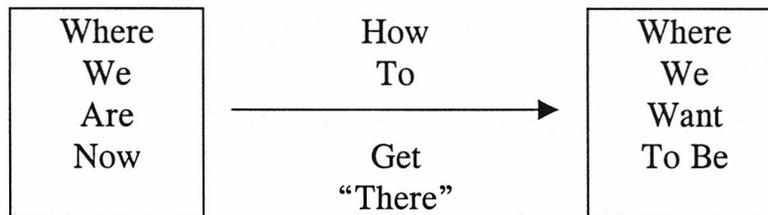
PERFORMANCE REVIEWS

1. Performance reviews are most effective when done Quarterly and as part of a larger system of “performance management.” Insure there is understanding of your organization's ...

PURPOSE → VISION → GOALS → OBJECTIVES

2. Performance reviews are more effective when the baseline for discussion is a set of individual objectives and standards mutually agreed upon at the start of the rating period.
3. Before the review session, determine what your (“reviewer”/“superior”) objectives are:
 - a. To reinforce effective job performance or desirable behaviors?
 - b. To change ineffective job performance or undesirable behaviors?
 - c. To get performance feedback for yourself?
 - d. Other?
4. Make an appointment with the subordinate for the review session specifying:
 - a. Date, time and location;
 - b. Any desired additional materials (e.g., previous change plans, documents, etc.);
 - c. A request that the subordinate prepare his or her own review noting performance compared to objectives, changes to goals if appropriate, plans for improvement of performance, assistance desired, and feedback for you if you so desire.
 - d. Other.
5. Insure the meeting location supports the tenor of the relationship you wish to maintain (normally a quiet, private, informal office setting). Allow no interruptions.
6. Establish rapport and reduce defensiveness by:
 - a. Using discussion vs. “counseling” as context;
 - b. Using “I messages” to provide feedback;
 - c. Not asking “Why?”;
 - d. Using problem-solving, results orientation instead of personality focus;
 - e. Using performance objectives as the baseline or point of comparison instead of your ideas, “shoulds” or comparison to other people;
 - e. Other.
7. Encourage participation:
 - a. Use specific examples and ask for specific examples.

- b. Emphasize two-way analysis...not one-way judgment.
 - c. Don't rush to conclusions, recommendations or directives; get all the information first.
 - d. Listen!...actively.
8. Jointly establish a plan for change if necessary and have them take the lead (it's their plan for change):
- a. Use the "Gap" method:



- b. Encourage the person being reviewed to articulate the initial plan; negotiate to your mutual satisfaction.
 - c. Establish "milestones" with dates.
 - d. Put the plan in writing (handwritten as you go is acceptable) to make the plan more "real".
 - e. Test for commitment.
9. Follow up in a manner appropriate to the subordinate and the level of desired change:
- a. Frequently and/or in detail with new, untested, undeveloped or "problem" people;
 - b. At mutually agreeable intervals and level of detail for "known," reliable or developed people.
10. Focus on the future:
- a. Review the past only to learn and prepare for the future.
 - b. Re-affirm future objectives and standards.
 - c. Evaluate career potential or individual needs and plan for development.
11. Link personal and professional needs or desires wherever possible.
12. Consider making the review session a two-way feedback effort; get their views of your performance. (Just listen!)
13. Expect good performance and express your confidence. Don't "put them down." People change much more readily from a position of strength than they do from a position of weakness.
14. Be appropriately persistent in your change efforts. Changes in performance take time and effort...and are worth both.