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## **6. Performance Management**



# OKR Template

## Instructions:

1. Start with one clear, ambitious Objective for your company or team.
2. Define 3-5 Departmental Key Results that will contribute to achieving this Objective.
3. For each team member, create 3-5 Individual Key Results that align with and support the Departmental Key Results.

**Objective:** [Write your high-level, ambitious goal here]

## Departmental Key Results:

1. [Specific, measurable result #1]
2. [Specific, measurable result #2]
3. [Specific, measurable result #3]

## Individual Key Results:

1. [Action item or project to achieve Key Result #1]
2. [Action item or project to achieve Key Result #2]
3. [Action item or project to achieve Key Result #3]

# Exercise: Evaluate Your Goal

**Instruction:** Think of a recent goal you've set or received. Write it down, then rate it on each SMART criterion from 1 (Needs Improvement) to 5 (Excellent).

<b>Specific:</b> Is it clear and precise?	1	2	3	4	5
<b>Measurable:</b> Can you track progress?	1	2	3	4	5
<b>Achievable:</b> Is it realistic with your resources?	1	2	3	4	5
<b>Relevant:</b> Does it align with broader objectives?	1	2	3	4	5
<b>Time-bound:</b> Is there a deadline?	1	2	3	4	5
<b>Total Score</b>	/ 25				

If your goal scored low in any area, how could you improve it? Take a minute to refine your goal to make it SMARTer.

# Exercise: Coaching Self-Assessment

**Instruction:** Use this scale to rate your frequency in each activity: Often, Sometimes, Rarely, Never.

<b>One-on-One Meetings</b>  How often do you schedule individual meetings to check in on your employees' progress and challenges?	
<b>Role Clarity and Expectations</b>  How frequently do you discuss and clarify job roles, expectations, and objectives with your employees?	
<b>Feedback and Communication</b>  How often do you provide feedback and communicate openly with your team members?	
<b>Support and Development</b>  How regularly do you offer support for personal and professional development?	
<b>Recognition and Motivation</b>  How often do you acknowledge your employees' efforts and motivate them to achieve their goals?	

The best would be if you answer often here. If you have answered rarely or never then there's a lot of room for improvement and these lectures can help you.

# Coaching Questions List

Use these open-ended questions with your 1-on-1 prep worksheet:

## To Gauge the Team Member's Engagement Level

### Personal

- How are you feeling about your role lately?
- In what ways do you feel like you're growing or not growing in your role? What makes you say that?
- What aspects of your current project(s) are you finding most interesting, and why?
- What's your favorite part of your work right now? How about your least favorite?
- How do you think that least favorite aspect is impacting your overall performance?
- What's going well for you in your current position?
- If you could change one thing about your role, what would it be?
- How does your current position allow you to use your skills and talents?
- In which areas do you feel like you're not able to reach your full potential?
- What's one thing you think you could be doing differently?
- If you could focus on anything for the next month, what would it be?
- What's one change that could make your work more fulfilling, and why?
- In which areas would you appreciate more feedback?

### Team

- How would you describe the team's personality? What kind of person would thrive here? What sort of person would bring a new perspective we're currently missing?
- How could we enhance our teamwork?
- Is there anything you'd like to see change about the team dynamic, and if so, why?

### Manager

- In what ways do you feel supported or not supported by me?
- What could I do more or less of to help you succeed?
- How can I help remove obstacles to make your job more engaging or less complicated?

## To Draw Out an Issue

- Can you share more details about that specific issue?
- What was that experience like for you?
- How did that situation affect you?
- What do you think led to that happening?

## To Coach a Team Member to Solve a Problem

- What's the biggest challenge you're facing right now?
- What have you tried so far to address it?
- What insights can you draw from past successes that might help here?
- What haven't you tried yet that could be helpful?

## To Support Career Development

- What are some work projects you're most proud of, and what do you think you'd like to tackle next?
- What are two or three new skills you'd like to develop in this role? What interests you about those skills?
- What other roles could you see yourself in down the road? Or what areas would you like to explore further?
- If you could design your ideal position, how would it differ from what you're doing now?

## To Learn About Challenges

- What's the most significant challenge you're dealing with currently? How can I assist with that?
- At what point in the past week did you feel most frustrated or discouraged by your work? What can I do to help you navigate that?
- What are your top concerns about your current project(s)?

## To Learn More About a Project

- What part of this project has been especially interesting for you?
- What do you find frustrating about the project?
- What can I do to help make things more manageable for you?
- What do you think I should know about the project that I might not be aware of?

## To Check In Regarding a Change

- What concerns do you have about this change that haven't been addressed yet?
- What's going well and not so well with the new situation? Why do you think that might be?
- How is the new situation impacting your work? What could be hindering your effectiveness?

## To Promote Continuity Between 1-on-1s

- What progress have you made on the action items we discussed last time?
- In our last 1-on-1, you mentioned wanting to grow in X area. How has that been going?
- What development areas would you like to focus on in the coming weeks?

## To Break Out of 1-on-1s That Feel Ineffective or in a Rut

- What changes would you like to see in these discussions to make them more valuable for you?
- I want to ensure our 1-on-1s are as productive as possible and would appreciate your candid feedback. What aspects of our 1-on-1s have been working well, and what could I improve on?
- What's one thing I could stop, start, or continue doing to make these 1-on-1s more beneficial for you?

# Exercise: Identifying Coaching Opportunities

**Objective:** This exercise aims to help you assess the coaching needs of your team members, enhancing your understanding of how you can support their growth and development.

## Instructions:

1. **Prepare a Three-Column Chart:** Create a chart with three columns. Label them "Team Member," "Current Strengths," and "Coaching Opportunities."
2. **List Team Members:** In the "Team Member" column, list up to five individuals you are responsible for. If you're not currently in a management position, include yourself and your peers in this list.
3. **Identify Current Strengths:** In the "Current Strengths" column, note 1-2 key strengths for each team member. This will help you approach coaching from a positive, growth-oriented perspective.
4. **Identify Coaching Opportunities:** In the "Coaching Opportunities" column, describe how each listed individual could benefit from coaching. Focus on specific areas such as skill development, confidence building, problem-solving, or career growth. Try to identify 2-3 opportunities per person.

Team Member	Current Strengths	Coaching Opportunities



# Announce One-on-One and Set Expectations with Your Team

Before beginning one-on-one meetings with your team, it's essential to lay a solid foundation by informing your staff about these upcoming sessions. You can announce it in your meetings but it's also good to follow it up with an email to communicate and give it the clarity it needs so people are not going to worry about it. The initial communication is a crucial step in setting the stage for successful interactions.

So here's an example of a message that you could communicate.

*Hey team,*

*I wanted to share some exciting news with you. We're going to start having regular one-on-one meetings! Before we dive in, I'd like to take a moment to explain why we're doing this and what you can expect.*

*The main goal of these meetings is to create a space where we can have open, honest conversations about whatever's on your mind. Whether it's thoughts, concerns, ideas, or aspirations, I'm here to listen and support you.*

*What to expect:*

- *A dedicated time to talk about what matters most to you*
- *A chance to give and receive feedback*
- *Opportunities to discuss growth and development*
- *Support in overcoming any challenges you're facing*

*These one-on-ones are a two-way street. They require commitment, openness, and a willingness to engage in meaningful discussions from both of us. It's all about building a strong relationship that helps you thrive in your role and contributes to the overall success of our team.*

*I'm really looking forward to these conversations and to supporting you in your career journey. If you have any questions or concerns, please don't hesitate to reach out.*

*Let's make the most of this time together!*

*[Your Name]*

# Effective Performance Coaching Model

1. **Pre-Meeting Preparation:** Before the meeting, take some time to review your employee's performance data, past discussions, and potential coaching points. Enter the meeting with a positive mindset, ready to have a constructive conversation.
2. **Positive Start:** Kick off the meeting with some upbeat energy and a few informal questions to break the ice and set a friendly tone.
3. **Set the Scene:** Clearly outline the purpose of the meeting and emphasize the importance of open, honest communication. Let your employee know that this is a collaborative effort.
4. **Formulate and Focus on the Topics:** Work with your employee to identify the specific topics you want to cover, whether it's performance goals, areas for improvement, or career development.
5. **Get More Insight and/or Give More Clarity:** Ask questions to gain a deeper understanding of your employee's perspective and challenges. If needed, provide clarity on any issues or misconceptions.
6. **Seek and/or Suggest Solutions:** Encourage your employee to brainstorm solutions to the challenges you've identified. Offer your own suggestions, but make sure your employee feels empowered to contribute their ideas.
7. **Get Agreement:** Once you've discussed potential solutions, make sure your employee is on board with the proposed action steps. Their buy-in is key to making progress.
8. **Set Goals and Make an Action Plan:** Together, set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and create a clear action plan outlining who does what by when.
9. **Summarize and Follow Up:** Recap the key points from your meeting and discuss how you'll follow up on the action plan. This helps ensure accountability and ongoing support.
10. **Schedule and Follow-up:** Before wrapping up, confirm the schedule for your next meeting and express your appreciation for your employee's efforts. This reinforces a positive relationship and encourages continued growth.

By following these steps, you'll be able to have meaningful, productive conversations with your team members that not only address immediate concerns but also contribute to their long-term development and success.

# One-on-One Coaching Task for New Managers

This week, put your coaching hat on for your one-on-one meetings. Here's a simple exercise to guide you through:

1. **Prep:** Before each meeting, remind yourself: "*Facilitate, don't solve.*" List questions that can help your direct reports think through their problems.
2. **Practice Active Listening:** Focus on understanding, not responding. Resist giving solutions.
3. **Guide the Discussion:** Use your questions to steer the conversation, helping your direct reports explore solutions on their own.
4. **Observe and Reflect:** After the meeting, take notes on what worked. Did your direct report come to any conclusions themselves? How did the dynamic of the conversation change with you as a facilitator rather than a solver?
5. **Follow Up:** End each meeting by asking your direct report how they felt about the conversation. Use this feedback to adjust your approach for next time.

By the end of the week, reflect on these points:

- Did you see a shift in how your direct reports approached problem-solving?
- How did the change in your approach affect the outcome of the meetings?

# Feedback Reflection Exercise

**Instruction:** Reflect on a recent piece of feedback you received. Briefly describe it and evaluate the feedback giver on the following characteristics using a 1-5 scale (1 = Very Poor, 5 = Excellent).

1. Briefly describe the feedback:

2. Evaluate the feedback:

Characteristic	Score (1-5)					Brief Comment
It is factual and descriptive, not judgmental	1	2	3	4	5	
It focuses on changeable behavior	1	2	3	4	5	
It is specific	1	2	3	4	5	
It is soon after the event	1	2	3	4	5	
It is a two way street	1	2	3	4	5	

3. What was the most effective aspect of this feedback?

4. How could the feedback have been improved?

# Exercise: Practicing the SBI Feedback Model

**Background:** You are a team lead at a software development company. Michael, a junior developer on your team, has been working on a critical feature for your main product. During the last sprint review, Michael presented their work, which included several innovative solutions. However, you noticed that Michael didn't follow the agreed-upon coding standards, didn't write any unit tests, and pushed code directly to the main branch without going through the proper code review process.

**Objective:** Use the SBI (Situation, Behavior, Impact) model to provide constructive feedback to Michael. Your feedback should acknowledge the positive aspects of their work while addressing the areas that need improvement, focusing on specific behaviors that can be changed to enhance team productivity and code quality.

## Instructions:

### 1. Construct Your Feedback Using the SBI-I Model:

- **Situation:** Describe the specific situation where the issue occurred.
- **Behavior:** Describe the specific behavior that you observed.
- **Impact:** Describe the impact of the behavior on you, the team, and the organization.

### 2. Explore Intent:

- Ask questions to understand Michael's intent behind his actions.

### 3. Plan for Improvement:

- Discuss specific steps Michael can take to improve.

# SBI-I Feedback Template

**Person or people who need this feedback:** (Identify the individual or group who will receive the feedback)

## Document the details

### 1. Situation:

- *What is the specific event or situation where the behavior occurred?*
- Example: "In the sprint retrospective on April 14th..."

### 2. Behavior:

- *What are the observable behaviors that occurred during the situation?*
- Example: "You consistently interrupted colleagues while they were providing their updates."

### 3. Impact:

- *What was the impact of these behaviors on the team, project, or clients?*
- Example: "This caused some team members to withdraw from the discussion, which meant we missed out on valuable input."

### 4. Intent (if adding the additional "I"):

- *What might have been the intent behind the behaviors?* (This part is speculative and would be explored in the conversation)
- Example: "I'm curious to understand, were you aware of this, and what were you hoping to achieve?"

# Performance Review Template

Employee Name:	
Review Period:	
Reviewer (Manager) Name:	
Date of Review Meeting:	

## 1. Overview of Performance Review Purpose

Briefly explain the purpose of the performance review and the main objectives for this session.

## 2. Review of Past Objectives

- **Objective 1:** [Description]
  - **Achievement Status:** [Achieved/Partially Achieved/Not Achieved]
  - **Comments:** [Detailed feedback on performance related to the objective]
- **Objective 2:** [Description]
  - **Achievement Status:** [Achieved/Partially Achieved/Not Achieved]
  - **Comments:** [Detailed feedback]

*(Continue as needed for additional objectives)*

## 3. Key Achievements

- **Achievement 1:** [Description]
  - **Impact/Outcome:** [Detail the impact or outcome of the achievement]
- **Achievement 2:** [Description]
  - **Impact/Outcome:** [Detail the impact or outcome]

*(Add more as necessary)*

## 4. Areas for Improvement

- **Area 1:** [Description]
  - **Suggested Actions:** [Steps or actions recommended to improve]
- **Area 2:** [Description]
  - **Suggested Actions:** [Steps or actions recommended to improve]

*(Expand as needed)*

## 5. Employee Self-Assessment

Provide a summary of the employee's self-assessment, highlighting their perceived strengths and areas for improvement.

## 6. Manager's Assessment

- **Strengths:** [List of strengths observed]
- **Improvement Areas:** [List of areas requiring improvement]
- **Overall Performance Rating:** [Scale or description]

## 7. Goals for Next Review Period

- **Goal 1:** [Description and expected outcomes]
  - **Resources Needed:** [Resources required to achieve the goal]
- **Goal 2:** [Description and expected outcomes]
  - **Resources Needed:** [Resources required]

*(Include additional goals as appropriate)*

## 8. Professional Development Plan

Outline plans for training, workshops, or any other professional development activities intended to support the employee's career growth.

## 9. Feedback from Employee

Provide space for the employee to share their feedback on the review process and any other job-related concerns.

## 10. Review Summary and Next Steps

Summarize the key points discussed in the review and outline the next steps, including any follow-up meetings or deadlines for goal reassessment.

## 11. Signatures

- **Employee Signature:** [Signature & Date]
- **Reviewer Signature:** [Signature & Date]



# Quick Exercise: Preparation for Performance Reviews

This exercise helps you prepare effectively for performance reviews by focusing on key elements and ensuring a balanced assessment.

**Instruction:** Select a person in your team that you want to evaluate.

## Step 1: Review of Past Objectives (5 minutes)

- **Question:** How well has this person met their objectives over the past review period?
  - **Task:** Identify one or two main objectives set for the appraisal period.
  - **Reflection:** Note specific actions and strategies the employee used to achieve these goals. Highlight any obstacles they overcame.

## Step 2: Key Achievements (5 minutes)

- **Question:** What significant contributions has this person made in the last six months or a year that stood out to you?
  - **Task:** List one or two major accomplishments of the employee.
  - **Reflection:** Consider their natural strengths and how their contributions benefited the team. Provide specific examples where they excelled.

## Step 3: Areas for Improvement (5 minutes)

- **Question:** In what areas do you believe this person could further develop?
  - **Task:** Identify one skill or trait where the employee could improve.
  - **Reflection:** Think about how you can support their growth. Focus on actionable steps and new challenges to stimulate further development.