Guide to Performance Reviews

Goal and expectation setting, coaching, praise, and constructive feedback should be done regularly. Performance reviews are a chance for a more in-depth discussion but should not be the only time feedback is given and there shouldn’t be any surprises.

**|| General Recommendations ||**

1. The purpose of performance reviews is to strengthen performance, engagement, and retention. The tone should be one of support, helping the person to learn and grow.
2. Performance reviews should not be the primary method of accountability or providing feedback.
3. Praise and recognize often.
4. Share constructive feedback regularly in a supportive manner.
5. Reference and track progress against OKRs regularly.
6. Conduct more thorough performance reviews once or twice per year.
7. Keep job descriptions updated (at least annually).
8. Collect input from peers, manager, and direct reports (could be written, verbal, or via a 360 survey).
9. Let team members take the lead with a self assessment as a key part of performance reviews.
10. Emphasize strengths, which can be a more powerful way to support improved performance than focusing solely on weaknesses.
11. Focus on the future - what can this person do to be more effective going forward?
12. Hold conversations about compensation in meetings that are separate from meetings whose primary purpose is to share and discuss performance feedback (e.g., performance conversations throughout the year with an annual more extended discussion in November, and then compensation discussions in December).
13. Consider team and organization performance incentives rather than individual. This strengthens teamwork and organizational focus, and avoids negative side effects of individual incentives that include reduced motivation to help colleagues and energy spent improving perception of one’s work rather than doing the highest value work.

**|| Andy Grove Framework: 3 + 3 + 1 Performance Review ||**

* 3 Strengths to Leverage
  + What does this person do that is most effective?
  + What should they do more of?
* 3 Areas for Improvement
  + What could this person do to be even more effective?
  + What should they start doing? Stop doing?
* 1 Most Important Message
  + What is the main takeaway from this performance review? E.g., “Strong start in the new role, now it’s time to establish systems and process for increasing efficiency.”

**|| Deloitte Promotion/Compensation Framework: 4 Questions Answered by the Manager ||**

1. Given what I know of this person’s performance, and if it were my money, I would award this person the highest possible compensation increase and bonus. [5-point scale from “strongly agree” to “strongly disagree”]
2. Given what I know of this person’s performance, I would always want them on my team. [5-point scale from “strongly agree” to “strongly disagree”]
3. This person is at risk for low performance. [yes/no]
4. This person is ready for promotion today. [yes/no]