**Unit 3 : Performance Goals**

Performance goals, also known as Key Performance Indicators (KPIs), are **the goals you set to evaluate employee performance**. They are commonly used in workforce management. Specific performance goals depend on the employee's job role, but they should always be connected to the overall business goals.

**How to set performance objectives**

### **1. Collaborate with employees** Setting up [objectives and key results](https://www.leapsome.com/blog/what-are-okrs-a-simple-explanation-of-objectives-key-results) is no easy task, but collaborating with employees will make the process a lot easier — and your results, more powerful.

Whether you’re dealing with a departmental or individual conversation, an employee’s contribution to goal setting is invaluable. **Collaboration lets employees discover how their actions contribute to their company’s long-term growth**,increasing autonomy and ownership.

But collaboration on performance goal setting shouldn’t be limited to delegation. When employees have been actively engaged in establishing objectives, both team and individual goals have higher chances of being met. If you need help, our guide on [setting team goals](https://www.leapsome.com/playbooks/how-to-set-team-goals) will walk you through the process.  
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### **2. Align your objectives with your company mission**

It would be pretty ironic if you owned a startup that wanted to revolutionize the world of data but didn’t give employees a work environment suitable for creativity, innovation, and change.

If your company wants to promote open communication and a flat hierarchy, your top goals should be things like:

* **For management roles**— Become a people-centric leader
* **For teams** — Take on regular collaboration initiatives
* **For individuals**— Level up communication skills

**Ideally, each employee’s personal goals should focus on their own development, while team goals should be tied to the company’s overarching mission.** For example, [Leapsome’s mission](https://www.leapsome.com/company) is to make work more fulfilling for everyone. That determines what our company stands for and how we run it.  
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Employees also feel more motivated when they understand how they fit into the big picture. [Leapsome’s Goals & OKRs module](https://www.leapsome.com/product/goals-and-okrs) can help you align your company mission with individual performance objectives, promoting transparency and accountability throughout the organization.  
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### **3. Focus on growth**

**Some of your best talent is sitting there just waiting to excel. And if you don’t support their growth, they’ll move on and excel somewhere else.**

Performance objectives don’t only benefit the business: they should help employees grow within their organizations — enriching the company itself.

Growth should be the primary focus of any performance objective, especially when job searchers rank career growth opportunities as one of their [top criteria](https://www.jobvite.com/lp/2019-job-seeker-nation-report/) when looking for a new position. That statistic shows that you risk losing your best talent to competitors if you don’t focus on employee development.

But you must equip your people with the right skill sets to help them grow. And a [career progression framework](https://www.leapsome.com/playbooks/how-to-create-career-progression-framework) is perfect for that: it allows you to map out the skills and qualities your employees need to progress in their roles.  
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### **4. Make your performance objectives SMART** SMART performance goals are specific, measurable, achievable, realistic, and time-based. Let’s look at an example of SMART goals in action: ‍**❌ Increase productivity**[vague & not measurable] 🚀 **Increase productivity by 12% by the end of January** [SMART goal]

By adding a timeline and percentage, the first statement becomes a SMART goal.  
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### **5. Build cascading goals**

Let’s consider another goal-oriented example. A C-level team is pushing to increase revenue by 10% over the upcoming quarter. But what does that mean for each team and individual at the company? Would simply increasing everyone’s output (and workload) by 10% (e.g., HR hiring 10% more people) help achieve that? Probably not.

**This imaginary C-level team needs to work on cascading goals to get where they want to be.**

Developing [cascading goals](https://www.leapsome.com/blog/how-cascading-goals-create-alignment-and-boost-engagement) is the process of structuring goals and promoting alignment at all levels in the organization. With cascading goals, plans at the leadership level trickle down and shape the objectives of all other company employees. When that happens, you get measurable and attainable individual goals that align with the company’s mission.

## Examples of measurable goals & objectives for employees

Find out why each of the above performance objective examples is important, alongside some tips on implementing it within your organization:  
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### **1. Collaboration goals**

**Collaboration is essential for all teams and departments and directly impacts employee motivation, productivity, and job satisfaction.** With collaboration and teamwork, employees also become more innovative and better problem solvers.

But since collaboration isn’t an easily measurable performance objective, we suggest assigning employees collaborative tasks and measuring success based on communication, legibility, and effective collaboration.  
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💡 **Example of a collaboration objective**  
  
If the collaboration between your sales and marketing teams is limited and inefficient, suggest specific ways they could work together, like:   
  
• Exchanging weekly reports  
• Marketing and sales managers sitting in on at least three cross-departmental meetings each month  
• Collaborating on a specific upcoming project or internal initiative

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### **2. Professional development goals** A striking [87%](https://www.gallup.com/workplace/238073/millennials-work-live.aspx)of millennials (the largest generation in the workforce) rate learning and development opportunities as important to them at work. As an employer, that’s great news; after all, your people want to do their jobs well and grow — all they need from you is a helping hand.

Setting up professional development goals and ensuring employees follow through on them ensures they know you’re invested in their future. This ups engagement, retention, and productivity, which is a true win-win situation.  
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💡 **Example of a professional development objective**  
  
Imagine your new social media marketing hire mentioned they’d like to learn more about performance marketing.   
  
A great professional development goal would be encouraging your new hire to choose a course they’re interested in — or perhaps you already have a [learning path](https://www.leapsome.com/product/learning) available that caters to that development need.

Leapsome’s [learning & onboarding tool](https://www.leapsome.com/product/learning) offers an overview of employee progress with detailed path dashboards

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### **3. Self-management goals**

Self-management can include anything from employees taking ownership of a project to adapting to changes at work and managing deadlines without getting sidetracked by distractions. By practicing self-management skills, employees consistently show up ready to give their best effort and take on the day.

‍**Self-management can help boost productivity, improve performance, and achieve professional and personal goals.** For managers, it also means not micromanaging — and instead, letting employees flourish. Self-management means developing self-awareness and helping employees feel successful in their roles.  
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💡 **Example of a self-management objective**  
  
Employees who struggle with deadlines but generally work efficiently may have issues with time management.  
  
A great self-management goal could be learning how to prioritize.

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### **4. Soft skills goals**

**Generally speaking, no one wants to work with an unempathetic person who doesn’t communicate with team members.** Fortunately, soft skills can often be learned.

Goal setting for soft skills should ensure that employees invest time and effort to optimize how they relate to and communicate with their colleagues.  
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💡 **Example of a soft skills objective**  
  
Consider asking your employees to put together individualized, three-month action plans that can help them become better communicators.   
  
As an example, you may manage an employee that excels at working autonomously but struggles to work just as effectively in a team. By keeping track of their own learning progress throughout their journey, they can learn to identify their shortcomings and work on them.

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### **5. People management goals**

Gone are the days when people management was a skill necessary only for leadership. Now, it goes beyond managerial tasks and also encompasses fruitful collaboration, the ability to motivate peers, and communication across teams.

Setting goals for better people management means encouraging all employees to be open to receiving and giving constructive feedback and giving credit when it’s due.

💡 **Example of a people management objective**  
  
Encourage your employee to head one or more projects each quarter.

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### **6. Problem-solving goals**

Problem-solving is a skill that’s as useful when a crisis strikes as it is in day-to-day life. A good problem solver is an analytical thinker and creative doer who will save their company time and money in the long run.‍

💡 **Example of a problem-solving objective**  
  
Ask each member of the finance team to come up with three problems they face in their day-to-day work and how to overcome them in a detailed plan. Their specific goal could be to develop an actionable plan in Q3 and implement it by the end of Q4.

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### **7. Creativity & innovation goals**

Companies that nurture innovation and creativity in-house are some of the most successful. But when people hear the word creative, their minds often jump to art; sure, that’s one type of creativity, but there are lots more.

Creativity can be a marketing team figuring out new ways to A/B test emails or a product manager effectively helping different teams communicate. **Innovation at work can be as simple as adopting**[**a more efficient way to run meetings**](https://www.leapsome.com/product/1-on-1-meetings)**.** Giving employees those kinds of opportunities in the workplace helps them feel valued and appreciated.

**💡 Example of a creativity and innovation objective**  
  
If your website isn’t performing as well as you’d like, you could ask the marketing team to propose different versions of the homepage’s copy. By challenging your employees to come up with multiple solutions instead of the one best solution, you’re encouraging them to think outside the box and develop creative thinking skills.

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### **8. Communication goals** Actively working towards better communication improves productivity and relationships at work. The [7 Cs of communication](https://worldofwork.io/2019/07/the-7-cs-of-communication/) is a great framework for setting clear goals and improving communication skills for teams and individuals.

Effective communication at work looks like:

* Clear communication without ambiguity
* Good relationships between individuals, teams, and departments
* Clear deadlines
* Effectively communicated tasks
* Positive changes with reinforcement
* Knowledge shared  across teams

**💡 Example of a communication objective**  
  
Encouraging employees to take initiative in team meetings and prompt colleagues to speak up is a great communication performance objective.  
  
To take things a step further, Leapsome’s [engagement surveys](https://www.leapsome.com/product/engagement-surveys) are an excellent tool for employees to share their opinions anonymously and communicate easily.

Leapsome allows users to collect meaningful employee feedback with their powerful survey tool

**2. Feedback**

## What is feedback?

Feedback is the process of evaluating, discussing and organizing an employee’s performance. It is an action used to offer constructive information to a team member. The process of giving feedback creates an open working relationship among the team leader and member, allowing each to understand their progress toward a pre-set goal.

Feedback is a means of improvement. It helps individuals shape their actions to better meet the needs of an employer or team leader. Feedback is just one of the required tasks of a supervisor or manager and is meant to encourage their team to meet goals and follow company guidelines.

Here are some common elements of effective feedback:

* **Timeliness:** The most effective feedback is timely. Offer feedback when the team member can take action to improve, either immediately or shortly after the event in question.
* **Communicative:** Communicative feedback creates a collaborative environment. In comparison to written feedback, communicative feedback allows team members to ask questions or gain more clarity.
* **Constructive:** Effective feedback is constructive, offering positive solutions. Only offer feedback on actions or tasks that can be improved.
* **Specific:** Specificity in feedback is important so that team members understand their areas of strength and weakness. This allows them to improve specific skills.
* **Detailed:** Providing details with feedback can help team members develop a clearer understanding of the areas in which they can improve. Offer specific details about events and tasks.

## How feedback improves performance

Feedback is a crucial part of improving a team’s performance. Feedback can achieve the following purposes in a team setting:

### Provides direction

Feedback provides direction by identifying performance indicators and allowing team members to understand their progress toward a goal.

### Motivates members

A motivated team is often a productive one. Feedback can encourage team members to complete goals and objectives. Feedback can also help you better understand the strengths and weaknesses of your team, allowing you to build on them and further motivate team members.

### Improves individual performance

Team feedback can also improve the performance of each team member. When each team member understands their role on the team and the tasks they are expected to complete, the team can complete more goals.

### Encourages engagement

Effective feedback is two-sided. When team members have the chance to provide feedback, they are more likely to be engaged. Engaged team members will often have better performance.

## Types of team feedback

The type of feedback that you choose when working with your team will vary depending on the goal of the feedback. Here are a few of the most popular types of feedback in a business setting:

1. 360-degree feedback
2. Constructive criticism
3. Coaching
4. Evaluation

### 1. 360-degree feedback

360-degree feedback allows all team members and leaders to be involved in the feedback process. This form of feedback is confidential and comes from the entire work team, not just management or team leaders. Feedback might include coworkers, direct reports and managers. A rating scale method is used and covers pre-designed questions. Individuals are then allowed to leave written comments. The person being rated will also fill out the same form, rating themselves.

360-degree feedback offers the following advantages:

* Offers insight into specific skills that team members can work to improve
* Gives team members a better understanding of feedback from the entire team
* Allows team members to build on current strengths
* Encourages team members to better understand their role and team expectations

### 2. Constructive criticism

Constructive criticism is a type of feedback that includes both positive and negative statements. Team members who receive constant negative feedback may eventually feel like they are not capable. By offering feedback that highlights both the positive and the negative, you can motivate and encourage at the same time.

Constructive feedback offers the following advantages:

* Gives team members a new perspective on both achievements and areas of improvement
* Creates a trusting relationship between you and the team member
* Gives team members specific and measurable areas in which they can improve
* Identifies actual solutions to problems

### 3. Coaching

Another common feedback method is the coaching feedback model. In this model, you first encourage your team members to offer themselves feedback. From there, you and the team member consider the self-rated feedback as you offer your input, acting in the role of a coach.

Coaching feedback offers the following advantages:

* Encourages team members to develop feedback skills
* Helps you understand each team member’s concerns
* Creates a collaborative relationship

### 4. Evaluation

An evaluation type of feedback requests both you and your team members use a scoring tool to rate performance. The scores are then compared and discussed together. This feedback method is useful in a work setting in which performance can be numerically evaluated.

Evaluation feedback offers the following advantages:

* Creates an environment in which you can openly discuss performance
* Encourages team members to consider performance based on a measurable number
* Gives a measurable method of improvement

## How to provide effective feedback

Feedback is an important leadership quality, regardless of your leadership style. Try these steps to strengthen your existing feedback skills and develop your leadership skills:

1. Understand your goal for giving feedback.
2. Put the feedback in writing first.
3. Create a schedule.
4. Accept feedback.

### 1. Understand your goal for giving feedback

Consider your purpose for providing feedback. It might be to improve the strengths and correct the weaknesses of your team members or to encourage your team to move quickly toward a common goal. Understanding your goals for giving feedback can assist you when determining the best approach to take.

### 2. Put the feedback in writing first

By putting your intended feedback in writing first, it can help you ensure that you are being specific, honest and timely. Feedback should be intentional, and writing it down first encourages you to understand your intention. It also allows you to evaluate your feedback for clarity, ensure that it is constructive and have a clear plan for your conversation.

### 3. Create a schedule

Regular feedback is important. Busy days or frequent work tasks can make it challenging to maintain routine feedback. Creating a schedule of weekly or monthly reviews can help you to keep up with this important task while ensuring your team members know when to expect feedback. A schedule also allows you to be timely by giving feedback as soon as possible after an important event.

### 4. Accept feedback

Learning to welcome feedback can help you improve your skills not only for giving effective feedback but also as a team leader. You can create a more trusting relationship with your team members when you are open to their feedback. Try implementing another schedule or plan for accepting feedback from your team members, such as the 360-degree method.

Performance Coaching

## What is performance coaching? (the science and methodology)

**Performance coaching is the process of helping individuals or groups identify their strengths and areas for improvement to achieve their goals.** It follows a four-step process: assessment, goal setting, action planning, and implementation:

* assessment,
* goal setting,
* action planning, and
* implementation.

This process is followed in everything from improving athletic performance to improving work performance.

There are many different approaches to performance coaching, but the core is always the same: **help people achieve their goals by providing them with the tools and knowledge they need**.

Let’s look at the other [employee coaching principles](http://www.togetherplatform.com/blog/employee-coaching).

### **Core principles and science supporting performance coaching**

Performance coaching is based on the science of human motivation and behaviour. This science tells us that **people are motivated by various factors, including the need for achievement, affiliation, power and autonomy**. For a performance coaching program to be effective, it must consider these fundamental drives.

Numerous coaching consulting firms and even tech companies ([BetterUp](https://www.betterup.com/why-betterup/our-science?hsLang=en) and [Hintsa](https://www.hintsa.com/)) claim to improve your organization's performance. They all have methods, models and science behind them.

Some models include:

* Peer coaching model
* Various models for life coaches
* Directive coaching models
* Grow coaching model
* Instructional coaching models
* Group and team coaching models
* Executive and career coaching
* Various models for leadership development

Many companies have their own proprietary models as well. Hintsa's approach, for example, is based on the latest findings in behavioural science, neuroscience and psychology.

We don’t blame you if it’s overwhelming. You may wonder if performance coaching should even be on your priority list. Shouldn’t it be the employee's responsibility to grow?

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## Is coaching really necessary? The benefits of performance coaching

When it comes to workplace performance, there is always room for improvement. But is coaching really necessary? Some may say that employees should learn independently or that it is their responsibility to improve their performance.

Others may argue, "we have an L&D program. Why do we also need to coach employees?" Let’s take a look at the benefits of performance coaching.

### **Performance coaching provides personal, tailored advice**

Each employee has different development needs.

* Some may need help improving their time management skills,
* while others may need assistance with communication or problem-solving.

Performance coaching helps employees identify their specific development needs and create a tailored [development plan](http://www.togetherplatform.com/blog/employee-development-plan-examples) to address them. **This individualized attention is one of the key advantages of coaching over other development methods** such as workshops or webinars, which often provide generalized information that is not always relevant to the individual.

Coaching is also in contrast to traditional development methods such as training courses, focusing on passive absorption of information.

### **It's an objective third-party view into how employees can improve**

Most people are not great at self-reflection. We tend to see ourselves through rose-tinted glasses, or we might be too close to the situation to view it objectively. People might be great at their job, but they might not be so great in a stressful situation or when an incident occurs. A mentor can help them deal with stressful events, share some key [incident metrics](https://betterstack.com/community/guides/incident-management/mttr-and-other-incident-metrics/) and how to recover from an incident quickly to get the work back on track, and much more. This is where a performance coach comes in – coaching provides that objective third-party view that helps employees see where they can improve.

**Coaching helps employees to see the bigger picture and how their individual goals fit into the organization's wider objectives**. This gives them a renewed sense of purpose, drive and helps them to feel more invested in their work.

### **Delivery is flexible; coach in the flow of work or have dedicated sessions**

Coaching can be delivered in several ways to suit the needs of the organization and the individual employees.

1. It can be**delivered in the flow of work**, which means the coach works with employees on specific tasks or projects as they are being carried out. This is a great way to provide real-time support and feedback. It also helps employees apply what they are learning immediately.
2. Alternatively, **delivery comes in dedicated sessions**, allowing employees to step away from their work and focus solely on their development. This is a good option if specific areas need to be addressed or employees need more time to reflect on their progress.

### **Coaching increases engagement and strengthens retention rates**

Performance coaching helps to [increase employee engagement](http://www.togetherplatform.com/blog/9-tips-to-improve-employee-engagement) by providing regular feedback, helping them identify and develop their strengths, and supporting them in their career development.

Engaged employees are more likely to be productive and produce high-quality work. It’s because they feel supported in their development.

[Strengthening retention rates](http://www.togetherplatform.com/blog/employee-retention-strategies-examples) is another benefit. When employees feel valued and appreciated, they are more likely to stay longer with the organization. They also develop a sense of loyalty to the organization.

### **It's not just for 'problem' employees – everyone can benefit from coaching**

Performance coaching is often seen only for 'problem' employees who are underperforming or causing difficulties in the workplace. However, this is not the case. It benefits all employees, regardless of their level of performance.

Everyone benefits from having someone to talk to about their work to help them reflect on their progress and identify areas for improvement.

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## Examples of performance coaching at work

Some examples of skills that employees can be coached on include:

1. **Time management** – Employees receive coaching on how to better manage their time, for example, by learning how to prioritize tasks and create a realistic schedule.
2. **Communication** – Employees receive coaching on communicating more effectively, for example, by learning to assert themselves or active listening.
3. **Conflict resolution** – Managers or leaders get coaching on how to better handle conflict, for example, by learning to identify and manage emotions or have difficult conversations.
4. **Goal setting** – Employees receive coaching on how to set and achieve goals, for example, by learning to create SMART goals or break down a goal into smaller steps.
5. **Problem-solving**– Managers and employees receive training on how to better solve problems, for example, by learning how to brainstorm or use the scientific method.
6. **Stress management**– Employees get formal training on how to better manage stress, for example, by learning to identify and reduce stressors in their life or practising relaxation techniques.
7. **Team-building** – Managers or leaders get coaching on how to better build and lead a team, for example, by learning how to delegate tasks or give feedback.
8. **Public speaking** – Employees receive coaching on how to better give presentations or speeches, for example, by learning to overcome stage fright or craft a compelling story.
9. **Networking**– Employees receive coaching on how to better network, for example, by learning how to make small talk or work in a room.
10. **Leadership** – Managers or leaders receive coaching on how to better lead, for example, by learning to give feedback or develop a vision.
11. **Sales**– Employees receive coaching on how to better sell products or services, for example, by learning how to overcome objections or close a deal.
12. **Customer service** – coaching employees on how to better serve customers, for example, by learning how to handle difficult customer service situations or defuse customer anger.

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## How to start a coaching program in your workplace

Starting a coaching program in the workplace seems easy, but developing an effective program is not—to help you get the best out of it, we've put together the following best practice.

### **Choose a type of coaching**

The model of coaching to choose will depend on organizational needs, as well as the goals and objectives of the coaching program.

There are **four primary types of coaching programs**:

1. **Executive coaching** comes in handy when organizations need to improve the performance index of their most important leader. It's also effective for helping them work on factors hampering their performance.
2. **Integrated coaching** is an approach where coaching is done as part of a bigger leadership development program. The coaching might last for a shorter time than executive coaching, but it helps ensure that the leadership development learnings "stick."
3. **Team coaching** is effective for teams at all levels of an organization—it helps teams work together effectively. This can be done in a structured way, such as during a retreat, or in a less structured way, helping team members interact better.
4. **Virtual coaching** is the most common type of coaching in the workplace. This type of coaching is perfect for teams spread out across different countries and time zones. Coaches do this by using video, emails, and instant messaging tools to communicate.

Performance Evaluation

## What is performance evaluation?

Performance Evaluation is defined as a formal and productive procedure to measure an employee’s work and results based on their job responsibilities. It is used to gauge the amount of value added by an employee in terms of increased business revenue compared to industry standards and overall employee return on investment (ROI).

## What is the purpose of performance evaluation?

Performance evaluation aims to measure an individual’s or organization’s job performance to determine how well they fulfill their responsibilities. We will learn about some important additional purposes of performance evaluation in this section:

* Periodic performance evaluation is an employee’s report card from his/her manager that acknowledges the work he/she has done in a specific time and the scope for improvement.
* An employer can provide consistent [feedback](https://www.questionpro.com/blog/employee-feedback/) on an employee’s strengths and strive for improvement in the areas that the employees need to work on.
* It is an integrated platform for both the employee and employer to attain common ground on what both think is befitting a quality performance. This helps in improving communication, which usually leads to better and more accurate team metrics and, thus, improved performance results.
* This entire performance evaluation process aims to improve how a team or an organization functions to achieve higher levels of customer satisfaction.
* A manager should evaluate his/her team member regularly and not just once a year. This way, the team can avert new and unexpected problems with constant work being done to improve competence and efficiency.
* An organization’s management can conduct frequent [employee training](https://www.questionpro.com/blog/employee-training/) and skill development sessions based on the development areas recognized after a performance evaluation session.
* The management can effectively manage the team and conduct productive resource allocation after evaluating the goals and preset standards of performance.
* Regular performance evaluation can help determine the scope of growth in an employee’s career and the level of motivation with which he/she contributes to an organization’s success.
* Performance evaluation lets an employee understand where he/she stands as compared to others in the organization.

**Learn more**: [Employee Review Survey Questions + Sample Questionnaire Template](https://www.questionpro.com/survey-templates/employee-review-survey-template/)

## Benefits of employee performance evaluation

Now that we know why the staff performance measurement process is necessary let us look at the top 5 key benefits the employee performance evaluation offers.

### Improved communication

In staff performance evaluation processes, managers give feedback to the team members. This feedback is based on their assignments, their understanding of them, completion, and delivery.

Using this feedback, employees can improve their work and plug any gap areas that have been identified by their managers. It also brings to light many issues that the employees may have and need to be addressed. It helps in open and honest communication between the manager and the team.

### Build a career path

Managers help their employees with assignments and how they can effectively do them. A performance evaluation meeting is a perfect time to look at an employee’s career path. It lets the employee know what their future goals are and what they need to do to get there.

It helps them create small and achievable goals, assign deadlines to them, and work towards completion. It also lets the employees know where they stand in the hierarchy and where they will be in the years to come.

### Check levels of engagement

Engaged employees perform better than their counterparts. They are better team players, are more productive, and help their peers out actively. A staff performance evaluation is a perfect time to check how engaged an employee is.

It will not only help you understand how engaged the employee is but also let you know what necessary steps you would need to take to ensure high engagement.

### Get feedback for yourself

A performance evaluation meeting is not only to give feedback; it is a good opportunity to get feedback on your performance from the team members. Understand what your gap areas are and what more you can do to improve the performance of your team members and be a good mentor to them.

### Resources planning

Staff appraisals help in understanding how an employee is performing and what their future assignments or goals can be. It not only helps in effective goals management but also in resource planning. You can effectively reallocate your resources or hire new members to add to your team.

**Learn more**: [Manager Effectiveness Evaluation Survey Questions + Sample Questionnaire Template](https://www.questionpro.com/survey-templates/evaluation-of-manager/)

## Performance evaluation methods: 5 key methods to consider

There are 5 most critical performance evaluation methods. Using only one of these performance evaluation methods might help an organization gain one-sided information while using multiple methods to help obtain insights from various perspectives, which will be instrumental in forming an unbiased and performance-centric decision.

### Self-evaluation

Self-evaluation is when employees are expected to rate themselves using multiple-choice or open-ended questions by considering some evaluation criteria. After conducting self-evaluation, the management can fairly assess an employee by considering their thoughts about their performance.

It is an amazing method to get started with employee reviews. An organization’s management can compare every employee’s self-evaluation with the rating their manager provides, which makes the performance evaluation process exhaustive and effective.

The gap between self-evaluated ratings and the supervisor’s ratings can be discussed to maintain a certain level of transparency.

### 360-degree employee performance evaluation

In this performance evaluation method, an employee is rated in terms of the advancements made by them within the team as well as with external teams. Inputs from supervisors of different departments are considered, along with evaluations done by direct supervisors and immediate peers.

Thus, in 360-degree feedback, each employee is rated for the job done according to their job description and the work done by them in association with other teams.

### Graphics rating scale

It is one of the most widely used performance evaluation methods by supervisors. Numeric or text values corresponding to values from poor to excellent can be used in this scale, and parallel evaluation of multiple team members can be conducted using this graphical scale.

In comparison to others in a team, employee skills, expertise, conduct, and other qualities can be evaluated. It is important to make each employee understand the value of each entity of the scale in terms of success and failure. This scale should ideally be the same for each employee.

### Developmental checklists

Every organization has a roadmap for each employee for their development and exhibited behavior. Maintaining a checklist for development is one of the most straightforward performance evaluation methods.

This checklist has several dichotomous questions, the answers of which need to be positive. If not, then the employee requires some developmental training in the areas where they need improvement.

### Demanding events checklist

There are events in each employee’s career with an organization where they have to exhibit immense skill and expertise. An intelligent manager always keeps a demanding events list where employees show good or bad qualities.

**View our library:**[Employee evaluation survey templates](https://www.questionpro.com/survey-templates/employee-evaluation-surveys)

## Performance evaluation process and tips: 3 key steps

During a performance evaluation process, you have detailed discussions with your employees about their workplace strengths and weaknesses. Here, we will discuss the process of performance evaluation in a simple way.

### Step 1

In most organizations, a performance evaluation process states that an employee’s performance is tracked every three and six months, provided the employee has worked with the organization continually for that tenure.

The HR department can send across an online survey for the employees to fill out regarding their satisfaction and engagement levels.

### Step 2

The employee’s immediate manager will decide on their performance quality after evaluating the yearly performance, conducting an employee engagement survey, and eventually having a face-to-face meeting.

### Step 3

The feedback received from the online employee satisfaction survey can be kept anonymous. This feedback can be analyzed in real time from a centralized dashboard. The manager can prepare further questions for the face-to-face performance evaluation meeting based on the analysis.

For a probationary employee to be termed as a tenured employee, they must perform as per their supervisor’s expectations for six months. The first six months of an employee’s tenure are crucial as the management always has a watchful eye on them for all their contribution towards assigned tasks, ownership skills, and punctuality in task completion.

After confirmation, an immediate manager will evaluate the non-probationary employee yearly.

### Tips to have a smooth performance evaluation process

Performance appraisals can be an important part of an employee’s professional development. To enhance positive working relationships and drive performance improvements, the evaluation process must be smooth, fair, and effective. Here are some tips to help you conduct a successful performance evaluation:

* The supervisor should avoid being too negative or positive with the employees and express displeasure in the most positive manner possible. Before the review meeting, they should communicate with the employee about preparing any questions they might have for the supervisor.
* It is highly recommended that a manager prepare a list of general topics to discuss with the team member, as an evaluation discussion is ideal for all topics which remain undiscussed throughout the year.
* Every manager must communicate the employee’s future plans with the organization in the performance evaluation meeting.
* The supervisor should always end the evaluation process on a positive note.

**Learn more**: [360 Degree Review Survey Questions + Sample Questionnaire Template](https://www.questionpro.com/survey-templates/360-degree-review-survey-template/)

## How to use online surveys for performance evaluation

Employee feedback that you will gather from your performance review surveys will refine your training programs, [succession planning](https://www.questionpro.com/blog/succession-planning/), and learning initiatives.

### Self-assessment

In self-assessment surveys, ask your employees to rate themselves based on job performance. In these self-assessment performance review surveys, you may cover aspects such as goals management, eagerness to take on additional responsibilities, training requirements, etc.

### Team assessment

In team assessment surveys, you can gain insights into what management thinks about individual and team performances. Use employee self-assessment surveys and manager assessment surveys to find overlapping training and upskilling needs and proceed with training initiatives accordingly.

### Manager assessment

Manager performance evaluation is necessary to see what team members think of their supervisor. Are they good mentors and leaders? Are expectations conveyed clearly? Are employee goals and team goals aligned with organizational goals? Use this kind of assessment to gauge the effectiveness of managers.

### Training and development needs

It is crucial that your employees feel that your learning and development initiatives are wholesome and that their career training and development needs will be met. Are employees asked about their training, upskilling, and reskilling needs?

How can they upskill for their next role, and how will the organization help them? These crucial questions will come in handy in refining and revamping your training and development programs.

### New role readiness

Your employees will move into new roles with higher responsibilities over their tenure. Many will move into management roles and team management roles, and they need to be ready for it. Do they have the requisite skill set for the job?

Do they require further training? Do their colleagues, superiors, and subordinates feel they are the right person for the role? Use these questions to gauge if the fit is right and ideal for the teams involved and the organization.

**Learn more**: [Short Employee Performance Review Survey Questions + Sample Questionnaire Template](https://www.questionpro.com/survey-templates/Employee-Performance-Review-Survey-for-Growth-opportunities/)

## Sample performance review templates

We have put together some free sample performance review templates for you; these can be used in your organization as they are or customized to include your themes and questions.

### 360-degree review

The [360-degree survey](https://www.questionpro.com/blog/360-degree-survey/) is a comprehensive review mechanism that helps gather the greatest insights and feedback on an employee’s performance from their supervisor, peers, colleagues, and subordinates.

### Supervisor evaluation

The [supervisor evaluation survey](https://www.questionpro.com/survey-templates/supervision-evaluation/) is deployed to collect employee feedback and information related to their supervisor. Supervisor evaluation helps an organization and its leadership understand the accuracy of the work done by the supervisor and also helps them evaluate the overall value the supervisor adds to their team and to the organization as a whole.

### Manager performance evaluation

A [manager evaluation survey](https://www.questionpro.com/survey-templates/evaluation-of-manager/) offers a set of questions that the employees answer to evaluate their direct or indirect manager’s effectiveness at work. This survey is extremely useful for the management to understand the manager’s performance, attitude at work, willingness to help their subordinate, and more.

### Senior management evaluation

[Senior management evaluation survey](https://www.questionpro.com/survey-templates/senior-management-evaluation/) questions are used to understand the employee’s perspective of the senior management and evaluate their abilities to run the organization smoothly.

This questionnaire should have questions that help an organization gather insights on effectiveness, direction, policy-making abilities, and other valuable traits.

Employee satisfaction and engagement surveys are also one of the best ways to conduct performance evaluations. Satisfied and engaged employee is most likely to perform 14 % better than their counterparts (Gallup).

### Employee satisfaction

An [employee satisfaction survey](https://www.questionpro.com/survey-templates/employee-satisfaction-survey-questions-template/) is deployed to understand how satisfied or dissatisfied your workforce is. It is essential you measure employee satisfaction as dissatisfied employees not only do not perform well but also can be a major reason for high levels of employee attrition in an organization.

This survey can power your workforce and HR strategies to cultivate a work culture that enables your organization to win from within. Often, if employees don’t feel challenged enough, they remain unsatisfied with the work. Performance evaluation can find reasons behind one’s contribution to the company and ways of enhancing it.

### Employee engagement

[Employee engagement survey](https://www.questionpro.com/survey-templates/employee-engagement-survey-questions-template/) enables you as an organization to test the levels of engagement of your employees and to understand how motivated they are to perform well in the workplace.

Employee engagement concerns most organizations, and disengaged employees set a negative example for other employees. Disengaged employees perform poorly compared to their colleagues. Thus, this survey can be used to analyze and review an employee’s performance level and take corrective measures immediately.

**Learn more**: [Career Training And Development + Sample Questionnaire Template](https://www.questionpro.com/survey-templates/career-training-and-development/)

## 20 Effective performance evaluation survey questions

Performance evaluations analyze an employee’s strengths and weaknesses and provide valuable feedback. A well-designed performance review survey can help employees improve and develop. Here are 20 excellent performance evaluation survey questions for you to consider including in your process:

**Survey questions for job satisfaction:**

1. What motivates you to get your job done well?

2. Which tasks do you enjoy doing the most?

3. Which tasks do you not enjoy at all, and why?

4. What are the 3 things we, as an organization, can do better?

5. On a scale of 0-10, how likely are you to refer us to your family or friends?

**Survey questions for effective leadership**

6. Do you feel the leadership in this organization treats everyone fairly?

7. What leadership qualities do you associate yourself with?

8. Can you give us an example of an incident where you used leadership traits in this organization?

9. Do you think there is effective communication between employees and leadership in this organization?

10. If you were replaced by one of the leaders in this organization, what advice would you give the employees?

**Survey questions for value addition**

11. What are the things you have done to improve the overall success of this organization?

12. What is your idea of recognition?

13. Do you receive regular feedback from your peers/manager/supervisor?

14. How many sensitive projects have you handled in your association with the organization?

15. Do you feel valued in this organization?

**Survey questions for workplace culture**

16. Have you proposed any effective changes in office policies or procedures?

17. How often do you communicate with your manager/peers?

18. Do you help your peers with the information they need to complete their tasks successfully?

19. Have you had any unpleasant discussions with your team members/manager/ supervisor?

20. How do you think you can bring about a positive change in workplace culture?

## Performance evaluation example

By considering all the discussed points, here is a performance evaluation example:

“John has been one of the most hardworking software development team members. He works exceedingly well under restricted time frames and adjusts according to the demand of the project. He always discusses his concerns well in time to get results immediately and also keeps the other team members regularly motivated.

He keeps track of the quality of work he produces and is very analytical. Due to this, he constantly improves himself. The only concern that I have currently is whether he will be able to manage additional responsibilities.”

From this example, it is clear that, for a manager to have an impactful performance evaluation, they must present the coordination most professionally by ensuring the negatives do not overpower the positives. It is a testimony to the manager’s leadership skills and the employee’s yearly performance.

Evaluating Employee Performance.

## How to Measure Your Employee’s Performance

Measuring your employees’ performance doesn’t need to be difficult. Many managers assume that in order to track and evaluate performance they need to use [employee performance tracking software](https://whatfix.com/blog/employee-productivity-tracking-software/) and know-how to read complicated data sets. However, that’s not true.

**Here are six simple strategies that will help you measure your employee’s performance with ease.**

### 1. Set Measurable OKRs and Individual Goals

Setting measurable OKRs (Objectives and Key Results) for your employees is a great way to keep them motivated and moving forwards. Breaking down big objectives into smaller, measurable actions that lead to achieving a desired result in a methodical way help employees attack goals more effectively.

An example would be if your employee wants to obtain a new training certificate at the end of the month and earn an 80% pass rate. While that goal is cut-and-dry, it can be broken up into objectives that will help them meet their key result, with minor goals such as needing to study for at least 1 hour a day and seeking tutoring help from an expert. Notice, the specific nature of the tasks leaves little room for confusion.

Successfully completing the smaller tasks should lead to a greater chance of achieving the overall objective, and provide a measurable way for the employer to track progress or see where deviations might have led to not achieving it.

OKRs help your employees set clear objectives, prioritize effectively, stay focused and accountable, and grow as individuals (both personally and professionally).

### 2. Benchmark Performance by Implementing ‘Sprints’

The sprint methodology is used by some organizations to help employees work more effectively together, through a mutual understanding of time pressure. It helps employees reflect on their working processes and make adjustments and improvements.

During a sprint, employees are assigned work that needs to be completed within a set amount of time (5 days is common). This greatly increases motivation as employees are working against the clock, and have the opportunity of rising to the challenge over time-paralysis or leaving it to the last minute. Employees understand what they need to accomplish each week, and it’s left to them to divide and conquer their weeks.

At the end of the sprint, employees look back at what they have accomplished, analyze what worked and what didn’t, and develop better ways to work in the future.

### 3. Implement a Project or Task Management Tool

It goes without saying, the last few years have caused great upheaval to the workplace. Navigating the great resignation, new working conditions, and the blurring of work-life balance through remote work, it’s safe to say that COVID-19 has put greater strain on managing employee relationships. As restrictions continue to fluctuate, many organizations have developed a [hybrid working approach](https://whatfix.com/blog/hybrid-workplace/) and are learning how to [measure performance in a hybrid workplace](https://whatfix.com/blog/maintaining-employee-performance-hybrid-workplace/).

Implementing project or task management tools are an effective way to do this. Tools such as Asana, Airtable, or Basecamp allow for team members and managers to keep on top of deadlines, maintain good workflow, and avoid feeling overworked. This is a great way to monitor performance, reduce stress, and avoid burnout- which has been at an all-time high over the last couple of years.

“When you have too much to do, it can become difficult to prioritize and deprioritize various tasks. Inattention can cause additional problems at work if you simply don’t have the time or energy to complete important projects. Over time, these behavioral patterns can increase your workload even further, causing you to spiral into a state of exhaustion.” says Kayla Gill, Content Director at [*LuxuryRehabs.com*](https://luxuryrehabs.com/).

### 4. Track Training Completion

In order for your organization to success, your employees need to grow and develop, too. And a big part of this is undertaking any relevant [employee training programs](https://whatfix.com/blog/types-employee-training-programs/). With new online learning courses, organizations are able to implement training programs to [upskill their workforce](https://whatfix.com/blog/upskilling-your-workforce/), with is critical as many organizations begin to switch to new online tools and digital processes.

Tracking employee training allows you to analyze the progress of your employees as they learn and develop. What’s more, it helps you create a company culture of [learning and development](https://whatfix.com/blog/learning-development-strategy/) that will ultimately further the success of your business.

### 5. Conduct a Skills Gap Analysis

For managers, many times it’s difficult to understand the skill set and expertise of your team members. Teams often are tasked with multiple tasks, consisting of various processes and digital tools.

To help understand where your employee’s skillsets are in different areas of their day-to-day, conduct a [skills gap analysis](https://whatfix.com/blog/skills-gap-analysis/). A skills gap analysis allows managers and HR teams to understand the level of expertise each individual employee has in different areas of their core job functions.

These skills gap analysis tests can be carried out via a simple online survey or exam, and will help identify:

* The skills an employee needs to do their job effectively
* The level of expertise an employee has in each of these areas
* Any gaps in a team member’s knowledge that should be addressed with additional training and development

With this information, you can then support your team members who are falling behind with additional training by creating an [employee development plan](https://whatfix.com/blog/employee-development-plan/).

Bottom of Form

### 6. Create Your Own Employee Performance Metrics

As you can see, there are many ways to measure your employees’ performance. The most important thing to remember is that while everyone is different, the common goal should be the same. A fair, level playground for performance measurement is essential, and you should implement the system that you and they understand and agree upon. If either side isn’t tuned in and motivated, it’s doomed to eventual dissatisfaction, lack of motivation, or project failure.

Whilst the above are some of the more common methods used, you could take aspects of each to create your own employee performance measurements, using intuitive insights and data. Listening to the feedback provided by employees is very important, allowing you to curate the system that best fits your organization. This allows you to gain insight into their work performance and efforts, according to those they work with on a daily basis.

You could also ask your employee to carry out a self-evaluation. Typically, this is done in the form of a survey and requires multiple-choice answers. You can then compare the results of their survey with your own findings and highlight any similarities or differences. This can serve as a good talking point and can help you both find a suitable way forward.

## 7 Metrics to Evaluate Your Employee’s Performance

Here are seven metrics that allow managers to evaluate their employee’s performance levels.

### 1. Data from 360 Performance Reviews

360 employee performance reviews utilize the opinion of coworkers, in a professional manner, to evaluate colleagues’ performance at work. Working closely together every day, this is one of the most effective ways to gather qualitative performance data and feedback.

A 360 review evaluates employee effectiveness, contributions, productivity, and behavior at work. There are few closer insights to fully understanding the contribution an employee is making to your organization than from those who are actually doing it.

### 2. The Percent of Individual Goals, KPIs, or Objectives Achieved

If you are setting goals for your employees, you need to know if they are on track to hit them. If employees are not hitting what has been mutually deemed as achievable, action is required.

Tracking KPIs and OKRs provide unbiased opportunities for discussion – positive or negative. This data can provide valuable insight into the efforts your employees are making and will help you understand which employees have are high-performers, and which ones are in need of support or intervention.

### 3. Qualitative Feedback from Customers and Peers

Sometimes, the best way to get a true insight into an employee’s performance is to directly ask the opinions of those closest to them. Naturally, this has to be handled carefully and in a professional manner, but in a fair and level way that can provide a deeper understanding for everyone.

Gathering qualitative feedback from other colleagues, peers, and even customers can provide valuable insight into the effort your employee is putting in when you are in the office and when you aren’t.

### 4. Percent of Tasks Completed

Is your employee missing deadlines? Forgetting to call clients or turning up to meetings unprepared? Or, are they always early, well prepared, and methodical in their delivery?

Every employee has their strengths and weaknesses, and as a manager, it can be hard to separate bias from the reality of their actual performance.

Using an employee productivity tracking tool, organizations are able to log the completion of assigned tasks and monitor productivity levels to understand what percentage of their tasks are being completed. Allowing data to decide is the most fair and most unbiased way to analyze performance.

### 5. 9-Box Grid

The [9-box grid](https://whatfix.com/blog/9-box-grid/) method is an individual assessment model, allowing an employee to understand their current performance against their growth potential. The vertical columns of the grid show what kind of growth potential an employee has, while the horizontal lines indicate what level an employee is performing at.

Using data from the 9-box grid method you can evaluate whether an employee is underperforming, performing at a satisfactory level, or exceeding your expectations. This simple breakdown of performance highlights areas for praise or improvement and provides an unbiased basis review.

### 6. Quality of Work

According to Alex Ponomarev on [Medium](https://medium.com/freedom-of-work/measure-the-quality-of-work-not-the-quantity-334a24571136), “it’s not the quantity of work that brings value, it’s the quality. You know, some managers judge the quality of development work by the number of lines of code written. This is insane. It’s like judging the quality of a writer by the number of words written. Or a doctor by the number of IV infusions made. It’s just the wrong metric.”

To measure the quality of an employee’s work, you need to understand what work is being asked of them and how it is being reviewed and received. The output doesn’t equal quality. Just because your employee is finishing their projects on time, doesn’t mean it’s of high quality. Vice versa, time spent in the office or on a project isn’t necessarily relevant to the outcome. You need to consider what good looks like, and how it is being received by those that matter.

This means understanding the impact your employees’ work is having. Measure performance based on results.

### 7. Attendance

Employees can and will take time off work for all manner of reasons. From illness and mental health struggles through to personal issues or family emergencies. Unplanned or unreported absences, however, are a whole other story. Sometimes, employees are absent for a number of days without checking in to tell you why. This is a red flag and it is important to [hold employees accountable](https://whatfix.com/blog/hold-your-employees-accountable/).

Employee absences must always be reported to managers. If they aren’t, you will need to have a conversation with those individuals. One effective strategy is to use attendance tracking software. These tools allow you to monitor employee absences and track any emerging patterns. This not only provides you with valuable insight, in the form of reports, but it provides evidence of the issue so that you can carry out the appropriate action with confidence.