

Delivering a Performance Review

There are two parts to the evaluation process:

- A written performance evaluation created by the manager which documents accomplishments and performance feedback.
- A verbal conversation, or performance review, about the performance between the manager and the employee to align on feedback, expectations, and next steps.



The verbal performance review is a conversation in which the manager and the employee talk about the employee's accomplishments. Feedback on the previous year is discussed, in addition to the upcoming year's goals and future development opportunities.

Four Parts of the Performance Review Conversation

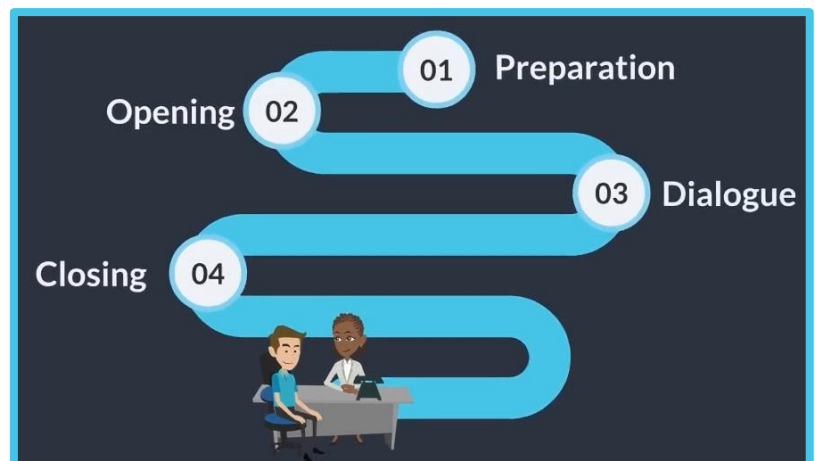
The performance review conversation has four parts.

Preparation: Prepare! Be sure to get organized early.

Opening: At the start of the meeting, set expectations with the employee about how the conversation will flow.

Dialogue: During the meeting, deliver effective feedback using the SBI (Situation-Behavior-Impact) model.

Closing: When closing the meeting, be sure to confirm any action items and get the employee's signature.



Planning for the Performance Review

Plan for the performance review by:

- Identifying the main areas to cover
- Review the employee's goals, self-assessment and written evaluation
- Identify the best location for the meeting (private and perhaps a neutral location)



Opening the Review Meeting

Thank you for meeting with me today. In preparation for our meeting I have reviewed your goals for this past year and your self-assessment. I also collected feedback from several people that you have worked on projects with and have written your performance evaluation.

Today I would like to begin by reviewing the ratings for each of your goals and then we can discuss your overall rating. At the end of the conversation, I would also like to spend time discussing your development activities and preliminary thoughts around goals for the upcoming year.

As we review each aspect of the evaluation, I would like to hear your thoughts. I anticipate we will spend about an hour together.

Is there anything else you would like to discuss today?



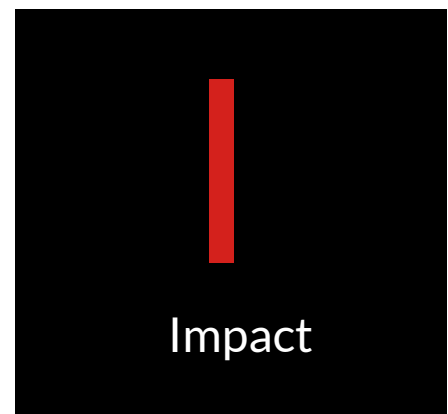
Dialogue

Dialogue between you and your employee is critical to a meaningful performance review. There are three important skills for effective dialogue to take place:

- Sharing feedback
- Asking curious questions
- Listening with engagement

DELIVERING FEEDBACK

Feedback should follow the SBI model.



CURIOUS QUESTIONS

Curious questions are an important manager skill throughout the performance management cycle. While the performance review is not a time for debate about ratings, it is important to gain the employee's perspective. Questions invite introspection and sharing. Curious open questions break down defensive barriers, resulting in a more productive conversation. Examples include:

- How are you feeling about...?
- What do you think the impact has been on...?
- If faced with this again, how might you overcome this challenge?
- What did you learn from this?
- What skills did you develop in meeting this goal?
- How might this align with your career goals?

Levels of Listening

Asking questions is disingenuous unless you are prepared to fully listen to the response. During the performance review conversations, it is important to be fully engaged in listening to what the employee has to share. Not all levels of listening are the same.

There are three levels of listening:

- **LEVEL 1 Listening** is when you are listening within your framework and thinking about “How does this relate to me.”
- **LEVEL 2 Listening** is when you are “Seeking to Understand.” This is when you have moved the focus off of yourself and onto the person you are having the performance review conversation with.
- **LEVEL 3 Listening** is when you are observing beyond the spoken words and listening to not just what is being said but “What’s not being said.”

When managers are listening at a level three, they are more connected with the thinking of the employee and more able to ask additional powerful questions that lead to engagement.

Closing the Conversation

At the end of the meeting, remember to close out by thanking the employee for their time, confirming any follow up, and obtaining the employee’s signature. The review is not a time to negotiate. Your ratings are complete and there is likely no new information for the employee to give. Remember that the employee signature indicates that the review conversation has occurred, not that the employee agrees with the feedback. If desired, let the employee take the evaluation with them to review one last time before signing.

