Getting the Most out of your Review

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How do you Feel About Getting Your Review?
Training Roadmap

The Process of the Annual Review
Things You Can Gain
Presenting Yourself Clearly
Listening Constructively
Asking The Right Questions
Annual Review Process

• Reviewing your Position Description
• Completing the Self Evaluation
• Receiving Meeting Request
• Timing
The Value In the Review Process

• Annual Appraisal is an opportunity to:
  – Clarify your role and what your manager expects
  – Look toward the future
  – Identify and express your strengths
  – Select areas for development
  – Gain momentum for growth

Possible compensation change is only a part of the value.
What do you need to do to tap into all that value?

- **Present yourself and your Achievements Clearly, Accurately and Unemotionally**
  - With your Self Evaluation
  - During the Discussion
- **Listen with most of your Filters Set Aside**
- **Ask Constructive Questions**
Presenting Yourself on Your Self-Evaluation

HOW DO I MEASURE UP?

• Honestly assessing yourself and your state of mind can be the toughest part
Presenting Yourself

In order to represent yourself in the most beneficial way during the review discussion, you need to:

**Talk about your achievements in a *concrete* way:**  
Back your representation with measurable, observable results

Speak about the benefits your work brought to Pacific University

**Present a balanced perspective**  
Speak to the glorious and the not-totally-glorious

See each appraisal as an opportunity to develop your career
Presenting Yourself
“Concrete” Achievements

Include what was “out of the ordinary”

Measurable – get specific:

- **Quantity**: Rate, volume, timeliness, cost, percentage
- **Quality**: Accuracy, creativity, originality, utility
  - Quality requires “how do you know?” Who judged it? Who says so?

What were the results? How did the organization benefit?

Not just what you did, but *how* you did it

- Did it map to Pacific’s values?
- Did you work as a team player?
Presenting Yourself

Balanced View

Talk about most important improvement you could make over the coming year

- Why *specifically* do you consider it important?
- What actions might help you improve?

Development is more than just training

- Self-instruction
- Action learning – stretch projects
- Communities of interest
Setting S.M.A.R.T. Goals

S | Specific
M | Measurable
A | Achievable
R | Realistic
T | Timely
Specific

You know what you want to accomplish. Vague goals equal vague results. Goals must be a detailed description of the what, when and how.

Example:

My specific goal is to get qualified for a promotion to a manager’s position.
Measurable

Measurable means that you can assess your progress. Goals which cannot be measured cannot be managed. Your goal is measurable if anyone can tell you at the end of the deadline, whether or not you have completed your goal.

Example:

Each month, I will write a report outlining how I’ve improved my skills and present it to my manager.
Achievable

Your goal must be within your reach in your present situation. Unattainable goals cannot motivate you. Easy goals on the other hand are not challenging enough. Thus, they do not contribute to your growth.

Example:

My boss is aware of this, and together we will create a plan to work on my weaknesses.
Realistic Goals need to be parallel to your purpose in life. Realistic goals are a sure way to direct your efforts towards attaining something that is concentrated to who you are as a person. Goals are simply instruments to accomplishing one’s mission and/or purpose.

Example:

With the weekly reports, my manager will know I'm serious and can see what I've learned.
Time sensitive goals need to have deadlines. A goal free from time element is susceptible to procrastination.

Example:
I will complete this goal in 12 months.
Time for an Exercise

EXERCISE

Some motivation required.
An Exercise

WHAT DID YOU ACCOMPLISH OVER THE COURSE OF THE YEAR?

– What were the three most important accomplishments?
– What were they specifically? Describe them in concrete, measurable terms.
– Why were they important? How did the team and company benefit from those accomplishments?

WHAT IS THE MOST IMPORTANT IMPROVEMENT YOU CAN MAKE OVER THE COMING YEAR?

– Why specifically do you consider it important?
– What action can you take to drive that improvement?
Listening with Less Baggage

View feedback as an opportunity to obtain useful information – you can’t grow and develop without it!

Assume the best intentions -- managers want to be helpful, even if they may lack the finesse to make that clear.
Listening with Less Baggage
Managing your Frame of Mind

The “perspective inventory” -- how have you been feeling about…

• The organization?
• Your manager?
• Your job?
Listening with Less Baggage
Managing your Frame of Mind

What are your “emotional hot buttons?”
Listening with Less Baggage

Control your Defensiveness

Name your defensive behaviors so you can recognize them...

Buzz off!
I’m not defensive!

... And maybe hold them at bay.
Active Listening

- Really listening to what another person is saying with respect and neutrality, letting them know that he or she is being listened to and showing them you’re thinking about what they’re saying.

CHECK FOR UNDERSTANDING
- Paraphrase
- Ask questions to clarify

WANT TO HEAR MORE
- Allow the person to talk without interrupting
- Ask open-ended questions

GAIN PERSPECTIVE BEFORE YOU REACT
Listening with Less Baggage

Focusing on your Priorities

What are the most important takeaways for you?

– Fostering confidence in your ability to succeed in your role?
– Gaining clarity on specific aspects of your performance?
– Agreeing on actions for development in your current job?
– Discussing career interests and goals?
– Finding out about compensation changes?

If there doesn’t seem to be time to cover it all, suggest additional discussions.

If I walk away from my review having gained JUST ONE THING, it would be ________________.
Your Responsibilities – Year-round!

• Clarify your boss’ expectations *repeatedly* throughout the year.
• If you’re not getting the feedback you need, *ask for it*.
• *Practice receiving feedback.* If necessary, solicit it from your peers – it’s a skill you can develop.
• Take responsibility for enabling your own individual development plan.
• Track your successes and areas for improvement throughout the year.
• Don’t expect your manager to have all the answers all of the time – *walk in each others’ shoes!*
THANK YOU!

QUESTIONS OR COMMENTS