

Performance Review

Road Map

- ▣ Define performance appraisal
- ▣ Performance management
- ▣ Initial exchange of expectations
- ▣ Ongoing performance feedback
- ▣ Performance appraisals

What is a Performance Review?



What is Performance Management?

Performance Management Includes:

- ▣ Initial exchange of expectations
- ▣ Ongoing performance feedback
- ▣ Performance appraisals



Initial Exchange of Expectations

- ▣ Between a new associate and leader
- ▣ Discussion on initial performance expectations, objectives and interpersonal relationship expectations

Initial Exchange of Expectations

Components

- Expected results/ outcomes
- Quality/quantity standards
- Performance expectations
- Personal/professional growth
- Importance of associate



Ongoing Performance Feedback

- ▣ Clear picture of current reality
- ▣ Give and take exchange



Ongoing Performance Feedback

- ▣ Development of associates:
 - Attendance, performance, behavior
- ▣ Leaders should:
 - Provide specific, observed behavior
 - Focus on present examples
 - Remain calm and non judgmental
 - Constructive = Private
 - Address observable behavior

Ongoing Performance Feedback

- ▣ Most valuable opportunities = Successes
- ▣ Increase likelihood of repeated behavior
- ▣ Document ongoing feedback
- ▣ Provide feedback in the moment
- ▣ Timeliness will increase effectiveness



Performance Review

- ▣ Annual, formal and documented event
- ▣ Should not be any surprises



Performance Review

Components:

- Results achieved
- How the results were achieved
- What was not achieved
- Goal setting



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.

Questions (the 5 “W”s):

- ▣ **What:** What do I want to accomplish?
- ▣ **Why:** Specific reasons, purpose or benefits of accomplishing the goal.
- ▣ **Who:** Who is involved?
- ▣ **Where:** Identify a location.
- ▣ **Which:** Identify requirements and constraints.

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.

Questions:

- ▣ How much?
- ▣ How many?
- ▣ How will I know when it is accomplished?

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.

Question:

How: How can the goal be accomplished?

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.

Question:

What conditions would have to exist to accomplish this goal?

Timely

Time sensitive goals need to have deadlines. A goal free from time element is susceptible to procrastination.

Question:

When: Establish a time frame.



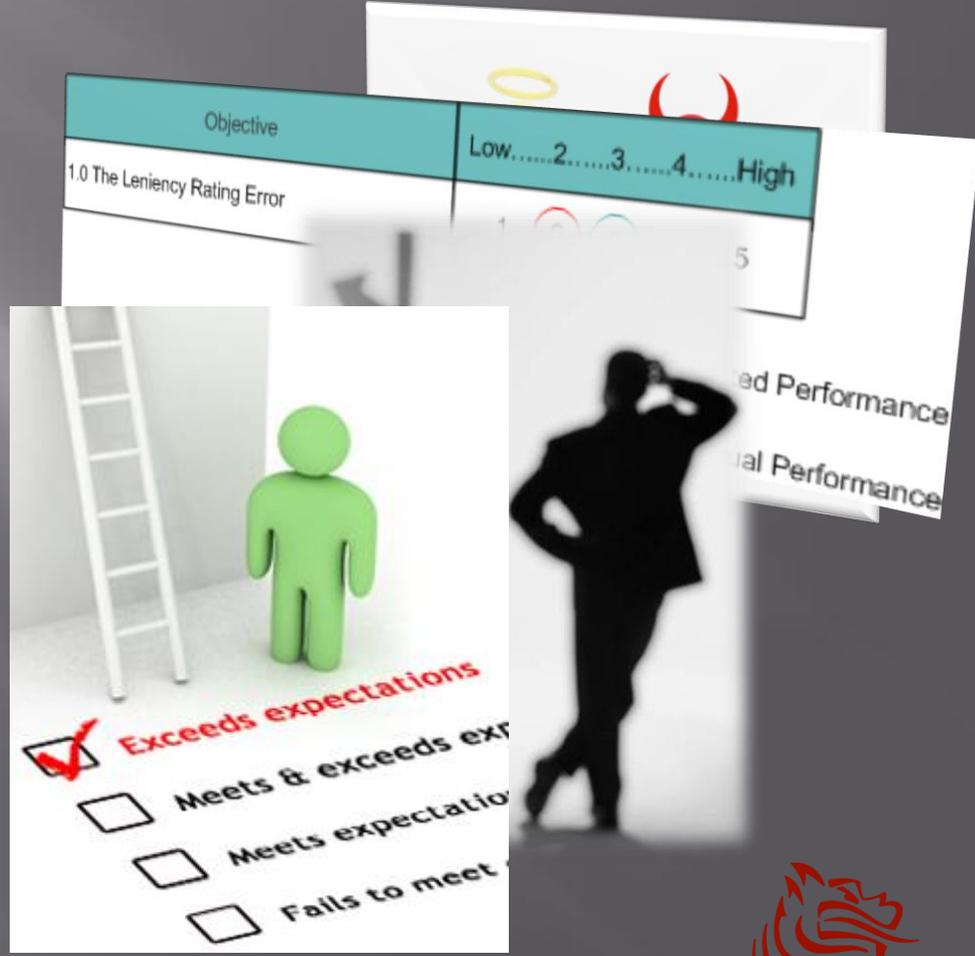
Performance Review Tips

- ▣ Plan ahead
- ▣ Solicit feedback
- ▣ Do not overtake the conversation
- ▣ Gain agreement
- ▣ Legal document



Performance Review Biases

- ▣ Halo/Horn effect
- ▣ Leniency error
- ▣ Central tendency
- ▣ Recency error



Performance Review Summary

- ▣ Informal
 - Ongoing performance feedback

- ▣ Formal
 - Initial exchange of expectations
 - Performance appraisals



