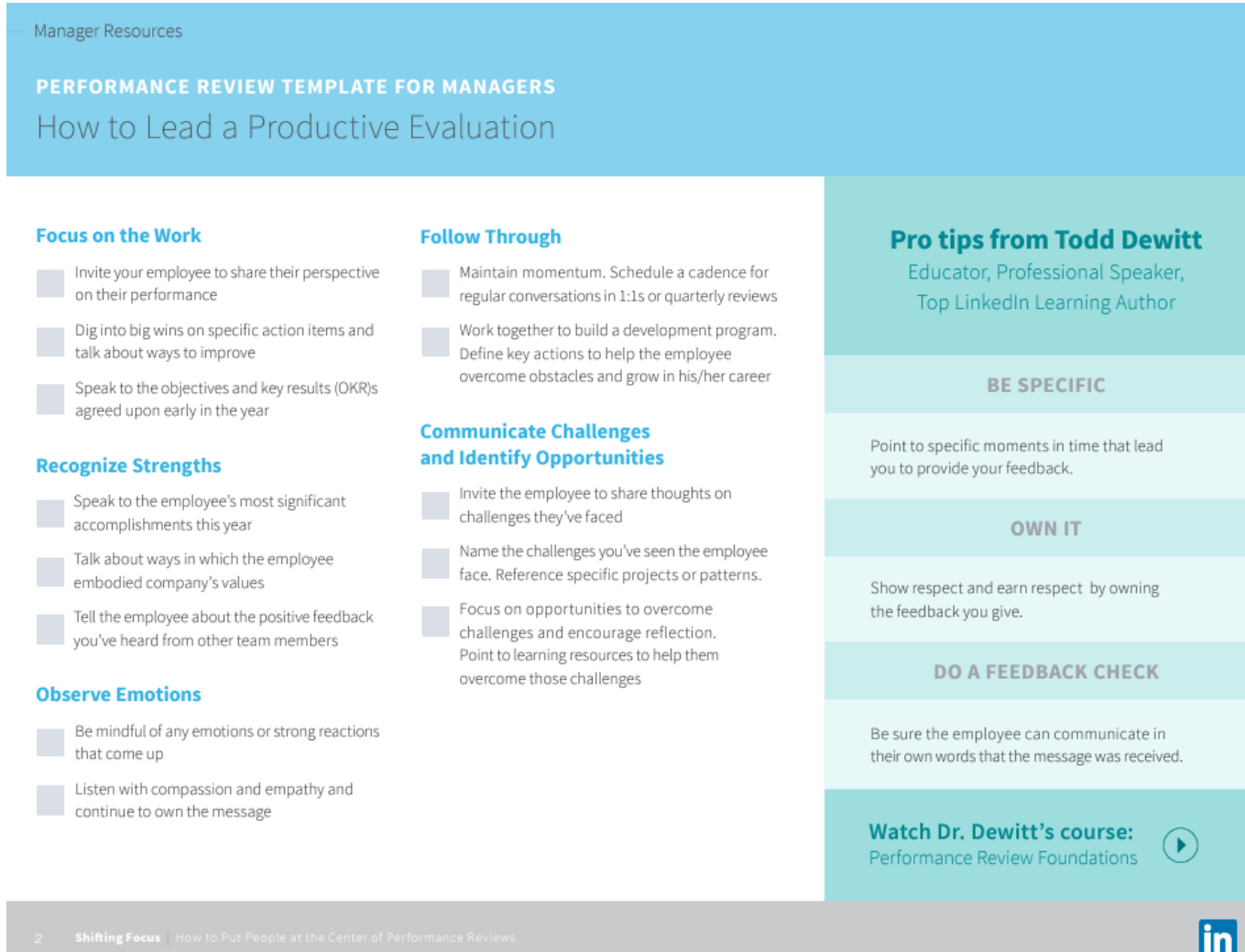


3.4: Performance Reviews Then and Now

Readings:

Read the 2 articles attached below the graphic to learn about how performance reviews have changed over time.

The following graphic may also be helpful in understanding the performance review process.



Manager Resources

PERFORMANCE REVIEW TEMPLATE FOR MANAGERS

How to Lead a Productive Evaluation

Focus on the Work

- Invite your employee to share their perspective on their performance
- Dig into big wins on specific action items and talk about ways to improve
- Speak to the objectives and key results (OKRs) agreed upon early in the year

Recognize Strengths

- Speak to the employee's most significant accomplishments this year
- Talk about ways in which the employee embodied company's values
- Tell the employee about the positive feedback you've heard from other team members

Observe Emotions

- Be mindful of any emotions or strong reactions that come up
- Listen with compassion and empathy and continue to own the message

Follow Through

- Maintain momentum. Schedule a cadence for regular conversations in 1:1s or quarterly reviews
- Work together to build a development program. Define key actions to help the employee overcome obstacles and grow in his/her career

Communicate Challenges and Identify Opportunities

- Invite the employee to share thoughts on challenges they've faced
- Name the challenges you've seen the employee face. Reference specific projects or patterns.
- Focus on opportunities to overcome challenges and encourage reflection. Point to learning resources to help them overcome those challenges

Pro tips from Todd Dewitt
Educator, Professional Speaker,
Top LinkedIn Learning Author

BE SPECIFIC


Point to specific moments in time that lead you to provide your feedback.

OWN IT

Show respect and earn respect by owning the feedback you give.

DO A FEEDBACK CHECK

Be sure the employee can communicate in their own words that the message was received.

Watch Dr. Dewitt's course:
Performance Review Foundations 


2 Shifting Focus | How to Put People at the Center of Performance Reviews 

Image Source: "How to Put People at the Center of Performance Reviews." *LinkedIn*.

The graphic above shows things to consider when providing a productive evaluation. Ideas include:

- Focus on the work
- Recognize strengths
- Observe emotions
- Follow through
- Communicate challenges and identify opportunities

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