

A Guide to Performance Reviews

What shape do your performance reviews take? Are they an annual or bi-annual event? Demotivating or rewarding? Dreaded or embraced? Perhaps it's time to review your process and here's our guide to inspire you to shake things up.

A reminder, what is the purpose of a performance review?

Conducted by an employee's direct line manager a performance review is an opportunity to;

- provide feedback
- evaluate goals
- define plans
- identify strengths and weaknesses
- implement improvements
- progress since the previous review
- review professional development
- improve confidence
- identify areas for development

How often should performance review take place?

This all depends on your company and team culture, do you have regular one to one's with your team members, do your direct report have an opportunity to approach you with feedback, do you embrace a culture of openness and rewards?

An annual appraisal is not adequate when considering someone's achievements or areas for development, but rather need to be conducted in line with other review measures, such as regular one to one's. Who would want to discuss achievements 10 months after the event? It seems irrelevant and unnecessary, rather immediate feedback on the good and the not so good to encourage improvement and conversation.

An example of a performance review schedule could be;

One 2 One's	Performance Review	OKR* Review
Weekly or Fortnightly	Quarterly or Bi-Annually	Annually
A regularly scheduled catch up between a Manager and their team member, incorporating discussion around what has been happening since the last One 2 One. An opportunity to discuss incidents, concerns and achievements.	A well prepared, scheduled review of goals and objectives. Ensure you are measuring agreed and actionable steps towards improvement and achievement. A structured review keeping objectives clear and achievable.	A review of performance measures, targets, outputs, results and objectives. An opportunity to look to improvements and growth. Create new objectives ensuring that individual goals are aligned with team and company goals.

*Objectives and Key Results

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Creating a pathway to success

Reviews enable you as a Manager to assess goals, measures and identify areas for improvement and more importantly to acknowledge strengths, success and achievements. Once you have identified areas which require development or updating then the discussion needs to turn to professional development, keeping skills and knowledge up to date through reading, professional membership, courses and training if required.

Important Guidance!

- Your reviews need to be collaborative, not one sided
- Actively listen to what your team member is saying, responding positively
- Ensure you demonstrate measures visually, ie. in a graph showing expectations and achievements
- Compare the previous year's annual review to measure performance
- Utilise tools such as SMART and SWOT
- Think of the One 2 One's as 'check ins' with your team

Management and leadership of teams can be challenging, and overall very rewarding. To develop your skills, confidence and abilities we recommend qualifications delivered by DLC Training from;



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