

Lesson 2 Key Takeaways: Conduct Face-to-Face Discussions That Inspire Better Performance



Guiding A Successful Face-to-Face Review

- Tailor the discussion to the individual to get the point across.
- Avoid making comparisons.
- Be clear and direct without getting defensive.
- Give constructive, non-judgmental feedback.
- Listen for sharp differences in opinion and hidden frustrations.
- Take notes throughout the interview.
- Look forward, focus on performance as you talk about the coming year.

Managing Expectations

If there is a vast gap between the employee’s favorable self-evaluation and your, the manager’s, critical appraisal, ask:

Did I do a good enough job during the year communicating responsibilities?

If those job duties were successfully communicated to the employee, consider:

Did I do a good enough job expressing dissatisfaction and the need for improvement with the appropriate aspects of this employee’s performance?

Directing The Discussion

The face-to-face review can quickly turn awkward and uncomfortable if the employee is not properly prepared for or is unsure of what is going to happen in the session. Giving them some thought provoking questions to bring with them will help focus the meeting and give them enough confidence to participate in the conversation. Below are some questions you can use to kick start the face-to-face performance review.

1. What are your job responsibilities, as you understand them?
2. Rate and evaluate how you are doing in each area.
3. What aspect of your performance are you most pleased with?
4. On what aspect of your performance do you think you need to work hardest in the coming months?
5. What skills do you want to improve most on and how do you plan to do it?
6. What is the one thing you are happiest about in your current work environment?
7. What is the one thing you are unhappiest about and would like to change?
8. How are we doing in satisfying your needs?

Getting Results

- Communicate with the employee according to their level of commitment and engagement.
 - Seasoned employees need fewer formal review meetings than newer employees.
 - Newer employees need frequent reviews to help them stay on track and hone their skills.
- Discuss meaningful priorities that are aligned with the organization's overall goals.
- Discuss benchmarks to measure the employee's progress over the coming year.
- **Schedule time to go over the written review!**