

MANAGER GUIDE: HOW TO CONDUCT APPRAISALS

Set the employee at ease. Set the day & time well in advance. Be sure you have selected a private setting, allotted sufficient time, & ensure you will not be interrupted.

The purpose of the L12 TOP performance management process is to support the success of employees & the SME as a whole. The year end review should be organised & efficient as well as respectful, constructive, & collaborative.

The outcome of the discussion is to ensure that the employee receives a fair & honest evaluation, hears feedFORWARD from the manager & others they work with, & continues to feel supported to be successful.

1. Creating a positive tone at the start

Speech sample 1 is crafted so that you are seen to be asking questions, listening well, encouraging & supporting the employee's development.

Speech sample 1: *“I appreciate the time you have taken preparing for this conversation. This performance appraisal will be focused on reviewing how KPIs went this year, & include your ratings. I want to hear from you about your successes, what has been challenging, & what feedback you have for me to help you excel. Share your thoughts as we go through the review.”*

Speech sample 2 is crafted so that you are perceived to be making 2 way conversation by letting the employee know that concrete feedback will be given.

Speech sample 2: *“I know you have spent a lot of time preparing for this conversation with the work you have already done. I really appreciate your commitment. We speak weekly & regularly catch up on things, & this conversation may feel different. This is our formal way to capture the highlights of all that you have done in the past year, what development we will continue to work on together in the coming year, & includes your year end ratings.”*

2. Recapping SME organisational goals

You want to review the organisational goals from which the employee's individual goals were created during goal setting. This helps to set the context for the discussion focused on overall progress made on each expected result.

Speech sample 3 is crafted so that you are shown to be asking questions, listening well.

Speech sample 3: *“As you recall, it's been a strong focus for our SME to streamline our processes & expand our services to customers. Our team goal was focused on streamlining the transaction process to cut down on the time we spend on paperwork & the frustration our customers feel as a result.”*

Speech sample 4 is crafted so that you are recognised as making 2 way conversation.

Speech sample 4: *“This has definitely been a year of change for us, hasn't it? We started the year focused on introducing new products & your goals reflected that. Then in mid-year, we switched focus & our team was charged with improving communication with loyalty members. Do you feel like it was clear what our priorities as a team was throughout?”*

3. Reviewing the employee's expected results

You should now spend time on each expected result (goal / job responsibility) communicating the year end results rating as it links to the specific year end accomplishments.

Recognise the hard work that has gone into goal achievement & be honest about the progress made. Be specific with your recognition & celebrate successes, note the positive impact that has been made as a result of the achievement.

Be prepared for disagreements so that they can be managed with respect.

Conclude by communicating an overall rating for the employee's expected results.

Speech sample 5 is crafted so that you are identified as celebrating successes & building connections with the employee.

Speech sample 5: *“You had tremendous success this year. For KPI #2, you not only met expectations, you surpassed that amount by 35%! This additional revenue is definitely appreciated as the company will now be able to invest in buying new buses. I sincerely appreciate your hard work, you have been exceptional in your accomplishment, that is your rating for KPI #2.”*

Speech sample 6 is crafted so that you appear to be asking questions, listening well, encouraging & supporting the employee’s development by providing concrete feedback.

Speech sample 6: *“Let’s address KPI #3. I know this has challenged you all year. We adjusted it at the mid-year review & you were able to shadow James who has excelled in this area. I know that it has continued to be your biggest challenge, do you agree? How do you feel about the progress you have made? [pause] I appreciate your hard work & continued dedication to this. Still, you only reached 25% of the measure we put in place, so your rating for this expectation is “does not meet expectations”. This will continue to be a goal for next year, & I’m confident that together we will put together the right plan to help you make significant improvement. I believe this rating reflects the conversations we have had throughout the year on this. How do you feel about this rating?”*

Speech sample 7 is crafted so that you prove to be managing disagreement with respect by effectively listening & making 2 way conversation.

Speech sample 7: *“We clearly disagree on the rating I have given you. Can you tell me why you think your rating should be “exceptional” for this? [pause] I appreciate you sharing that with me & it’s clear to me that going forward, we will need to be sure we are both clear about expectations & results long before the year-end review. Your final rating will remain “meets expectations” for this. When we finalise your review, you will have the opportunity to insert additional comments & you are welcome to do so when we are done today.”*

4. Development plan accomplishments discussion

Manager-led & employee-owned development requires acknowledging growth & progress made & continuing to focus on supporting employees growing in their careers.

Encourage the employee to participate in the conversation & celebrate their success.

Continue to be direct about improvement & keep the focus on learning & stretching.

Speech sample 8 is crafted so that you are seen to be celebrating success, building connections, asking questions, listening well, encouraging & supporting the employee's development.

Speech sample 8: *"I'm very pleased at the results you are demonstrating from the efforts you put into your development plan this year. You truly are making an impact on store employees with your clear communication. I have heard from several just how helpful you have been, & the engagement survey has shown management that compared to last year, store employees are much less confused about store processes & that directly links to your clear communication style. Is there more you want to achieve in this area going forward?"*

Speech sample 9 is crafted so that you are perceived to be making 2 way conversation & encouraging & supporting the employee's development.

Speech sample 9: *"How satisfied do you feel about your progress on your development plan? [pause] I agree that it's been hard to find time for you to leave your desk & participate in activities that we highlighted for this year. I am committed to your development, both what you needed to accomplish your goals as well as the development that furthers your long-term aspirations. Is there anything that I can do differently to better support you in taking action on your plan next year? [pause] That all sounds like steps I can take to better support you. And, I think we should consider what experience we can provide for you around your greatest strengths to be sure you continue to develop & excel on the job."*

5. Giving & communicating the overall rating

Be sure to communicate the overall year-end rating at the end of the performance review.

Speech sample 10 is crafted so that you are seen to be celebrating success & displaying sincere appreciation.

Speech sample 10: *“I have added several pointers here that reinforces why you are getting an overall “exceptional” year end rating. Very few individuals are getting this rating this year, & I wanted to be sure to highlight additional examples of what makes you such a pleasure to have on our team.”*

Speech sample 11 is crafted so that you prove to be managing disagreement with respect by effectively listening & making 2 way conversation.

Speech sample 11: *“Your overall year end rating will be “growth needed in the area of performance”, & I would like to hear your point of view on the final rating. [pause] Thank you for your honesty & I appreciate the professionalism you have maintained throughout our discussion in light of our disagreement for each of the ratings today. I know that you brought up some points that haven’t been captured on the review, so I will return the review to you to document them.”*

6. Setting the date for the next KPI conversation

Set the employee at ease & reinforce your interest in seeing the employee succeed. Appreciate the time & energy the employee put into preparing for the year end review.

Recognise the accomplishments made & articulation of challenges faced.

Reinforce your interest in supporting your employees continued development.

End the meeting focused on the future & be sure to set a date, as necessary, for the KPI goal setting discussion for the next year.

Speech sample 12 is crafted so that you are shown to be celebrating success, building connections, asking questions, listening well, encouraging & supporting the employee's development.

Speech sample 12: *“I want you to know how much I appreciate your contributions. I hope you agree that this year end review reflected the ongoing performance conversation we had conducted throughout the year. [pause] Great, let's schedule next year's KPI goal setting conversation now.”*

Speech sample 13 is crafted so that you prove to be managing disagreement with respect by effectively listening & making 2 way conversation, & by encouraging & supporting the employee's development by focusing on the future.

Speech sample 13: *“This has been a tough but productive conversation for me, how about for you? [pause] Let's dive right into goal setting for next year right away, will you be prepared by next week? We highlighted many KPIs that we will continue working on together next year during today's conversation, I hope together we can create an immediate actionable development plan that will help you to be successful next year. Is there anything you would like me to start doing to better support you?”*

