

# Conducting Fearless Performance Reviews

A Framework for Transforming
Performance Progress Reviews into
Fearless Performance Coaching
Conversations



Jeffrey Russell co-director



#### Seven Reasons for Fearful Reviews

- 1. It feels as though there is a lot at stake.
- 2. The process feels overly judgmental.
- 3. The process sometimes raises uncomfortable <u>truths</u>.
- 4. People may feel "blamed" for a problem.
- 5. People aren't skilled at it.
- 6. There's too much <u>uncertainty</u>.
- 7. People feel a loss of <u>control</u>.



#### Ten Characteristics of Fearless Reviews

- 1. Forward looking.
- 2. More developmental than evaluative.
- 3. Focused on <u>improvement</u> in performance behaviors and outcomes.
- 4. Anchored to "Great Performance" <u>outcomes</u> and goals that are defined early in the performance cycle.

## Ten Characteristics . . .

- 5. <u>Employee</u>-centered. The employee takes the lead role in the process.
- Frequent conducted as often as necessary to keep performance on track and getting it back on track if and when problems occur.
- 7. Conversational and <u>informal</u> leading to a shared understanding.

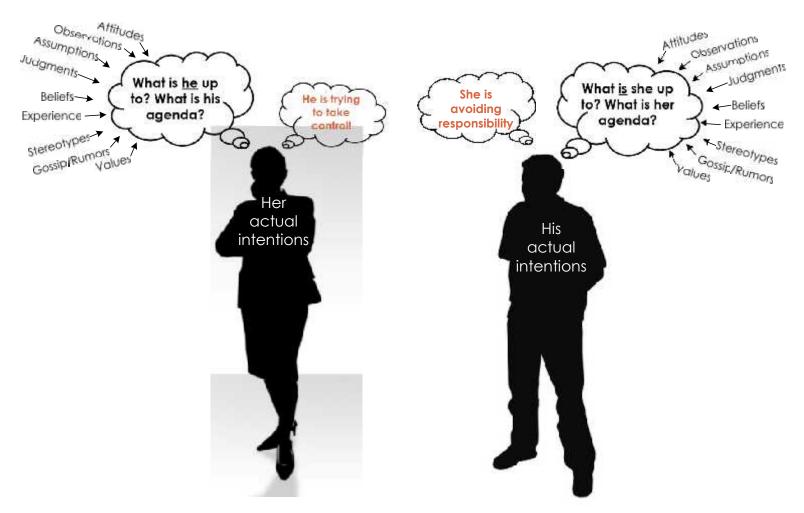


### Ten Characteristics . . .

- 8. Based upon a <u>Collaborative</u> Mindset vs. a My-Way Mindset.
- 9. Objective and <u>data</u>-based using observable and countable behaviors and results as its foundation.
- 10. <u>Meaningful</u> . . . both the employee and the supervisor have learned something about themselves and each other.



It is <u>not</u> about the form.



**Dueling Perceptions . . . Preparing for a performance review** 

#### A Mindset Continuum

**My-Way Mindset** 



Collaborative Mindset

I am right, you are wrong.

I'm in charge, you're not.

My version of the truth is the right one.

I need to win, you need to lose.

When approaching a performance progress review, both the supervisor and employee always *choose* a position on this Mindset Continuum.

Where are your supervisors along this scale? Where do your frontline employees fall on this continuum?

I have something to learn.

People are doing their best.

I only know part of the story.

We both can win.



#### Collaborative Mindset — A Winning Approach

- Better communication and understanding.
- Root causes of challenges and difficulties are identified.
- Stronger and healthier relationships.
- Greater trust.
- Lower interpersonal conflict.
- Greater compassion.
- Better results (e.g., productivity and performance).
- Deeper and more meaningful conversations.
- Collaborative learning.

- Mindfulness
- Speak honestly.
- Share all information that's Listen for understanding. pertinent to the situation.
- Identify and test assumptions.
- Suspend judgment.
- Share my reasoning and intent and inquire into others' reasoning, intentions, perspective, knowledge, and experience.
- Focus on exploring mutual interests, not defending positions.
- Develop shared meaning of key words, concepts, ideas, events, decisions, and actions.
- Share decision making and action planning.

Outcomes reinforce

assumptions.

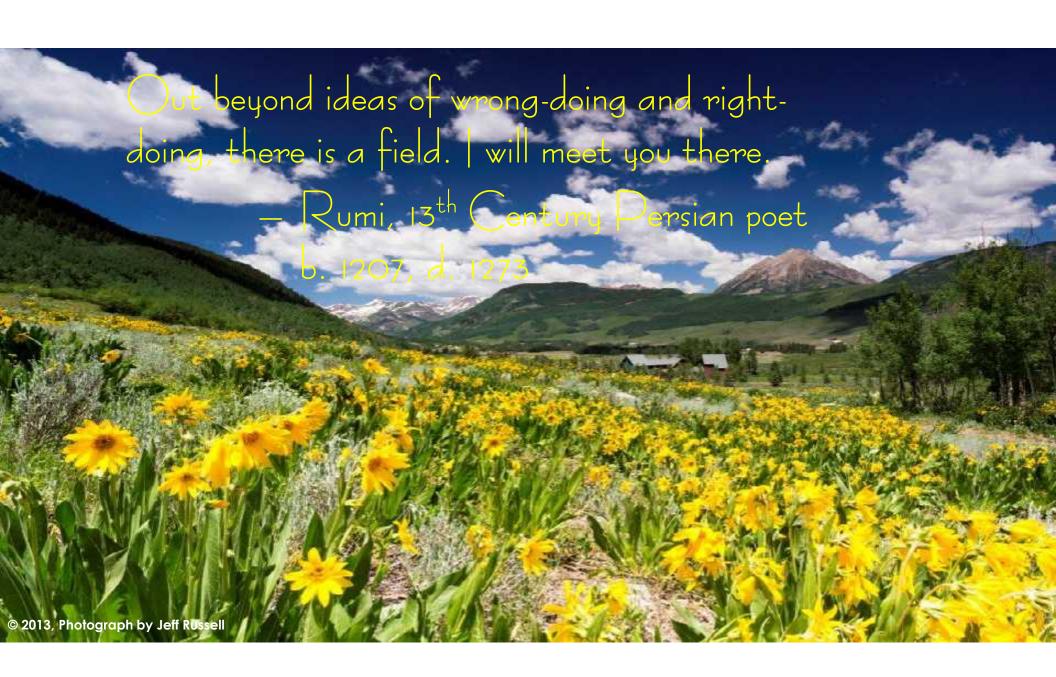
and behaviors

- See the parts; understand the whole.
- Use critical reflection to examine my deeply held beliefs and behavioral patterns.

- I have something to learn from others in this relationship or situation.
- I have information, knowledge, and experience that I bring to every situation—and so do others.
- People are able to make free and informed choices when they receive all relevant information.
- There are many right answers to any problem or challenge.
- Giving up control increases a person's influence.
- Empathy is a bridge to understandina.
- Differences provide opportunities for insight and learning.
- People are simply trying to do the right thing under the circumstances they face.

- Authenticity.
- Valid information.
- Free and informed choice.
- Personal commitment to the choices made.
- Transparency.

- Humility
- Empathy.
- No one person's truth is absolute.





## A Fearless, Employee-Centered Process

- 1. Each employee is responsible for his her own performance.
- This includes conducting a self-assessment of his or her own performance.
  - 1. What's going well in your job? Why?
  - 2. What isn't going well? Why?
  - 3. What changes/improvements could you make in your job to enhance your job performance? What will you keep doing?
  - 4. How can I best help you achieve your performance goals?
- 3. The supervisor independently conducts his or her own analysis of the employee's performance.



### A Fearless, Employee-Centered Process

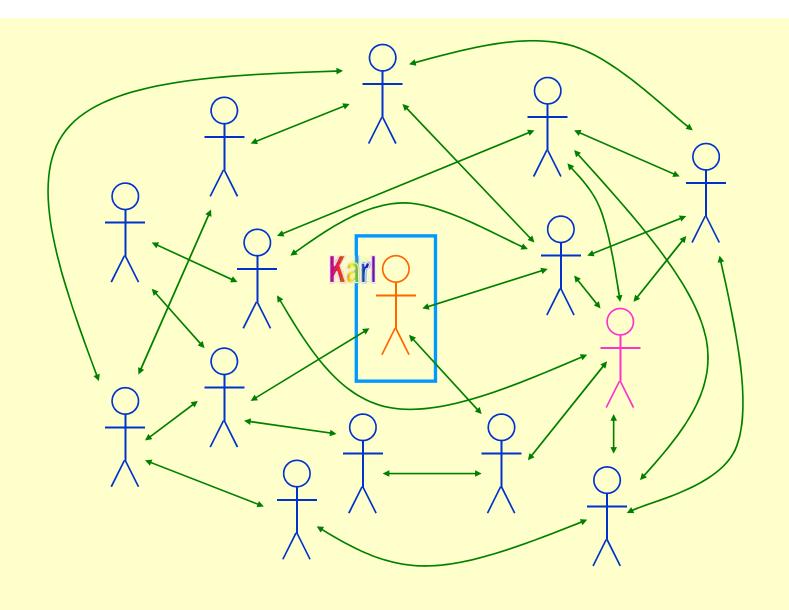
- 4. A collaborative process where, ideally, the employee leads the way in the performance review.
- 5. Supervisor and employee mutually define a path to performance success.
- 6. Supervisor or employee summarizes what was agreed-to.
- 7. If appropriate, the supervisor completes the final performance review form <u>following</u> the coaching conversation.



## Want a detailed step-by-step roadmap to the coaching conversation?

- Stop by to see me after. I have about 15 copies available.
- You can also get a copy by:
  - E-mailing me at <u>Jeff@RussellConsultingInc.com</u> (see my bio on the inside of the cover page) OR
  - Giving me your business card (noting your request for the coaching conversation) OR
  - Visit my website: <a href="www.RussellConsultingInc.com">www.RussellConsultingInc.com</a> check out Recent Presentations and then click on today's presentation where you can then download the coaching conversation.



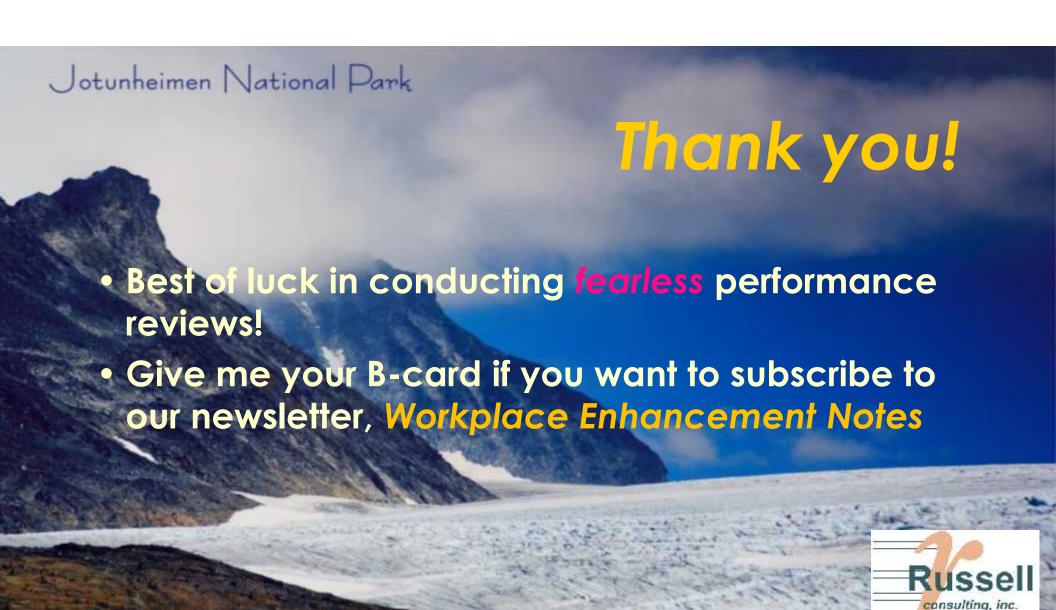


Sometimes I lie awake at night, and I ask, "Where have I gone wrong?"
Then a voice says to me . . .

Coral Bay Sunrise St. John, U.S. Virgin Islands

## "This is going to take more than <u>one</u> night!"

— Charles M. Schulz Charlie Brown in "Peanuts"



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