Feedback for Performance - Review Meetings

Be Prepared

Be prepared.

▪ Gather any core info e.g. job description, work examples such as reports etc.

▪ Review your performance journal. (If you don't have one, start now!)

▪ Think about your achievements.

▪ Self-evaluate.

▪ Review own areas for development.

▪ Think about your objectives for the next period.

▪ Consider sharing your prep with your manager.

▪ Review everything that's already been recorded on the system by you and your manager.

▪ Don't bring your mobile phone into the meeting.

▪ Remember that this is to be YOUR review meeting. You own it.

The Review Conversation

Having the Conversation

Use the information in the on-line system as the basis of the conversation.

- The system provides the structure and the content for what you're there to discuss.

- There's no risk therefore of a 'blank sheet of paper' approach.

Review the information and clarify where required. But avoid dwelling on detail.

- Remember use of the system by both parties throughout the review cycle will have recorded progress against objectives.

Focus on the 'what will be done' aspect of the feedback.

- This doesn't just relate to corrective needs. Positive outcomes also warrant discussion on what will be done next.

- This includes sharing with your manager what support and development you're wanting.

Go into the meeting expecting it to be a **positive and constructive two-way discussion with your manager** and use it as a **tool to support your development**.

Feedback

Receiving Feedback

- Feedback is a gift; be open and receptive.
- Listen to what's being said. Understand what's being shared. Evaluate later.
- Avoid being defensive or explaining. Instead ask questions as necessary to clarify and understand.
- Don't interrupt.
- Take your time. Silence and pauses are fine.
- Your manager's goal is to help you; don't take constructive criticism personally.
- Most Feedback is purely subjective perception of information.
- Ultimately it's up to you to decide what value you place on the feedback and what you're going to do about it.

Development

Discussing Improvement Needs

- Avoid thinking in negative terms e.g. "a difficult topic". You're not receiving negative performance feedback, you're having a constructive conversation about your development.
- Ensure you're clear on the problem. Ask questions to clarify, but don't try to deflect.
- Any actual issues should already be evident via the use of the system. The discussion therefore should focus on what needs to be done to address.
- Remember that the purpose of raising any potential improvement needs with you is simply that; to help you to improve, develop and obtain maximum satisfaction from your job.

Setting Objectives

Objectives – Why have them?

- Makes it much easier to understand what is expected of you.
  - Provides clarity about what good performance looks like.
- Makes it easier and more effective to share feedback.
  - Feedback is factual, objective, and meaningful.
  - It's a two-way discussion.
- Makes monitoring your own performance easier.
  - Having effective measures gives life to objectives.
- Makes it easier for you to do well.
  - Research demonstrates that clear and measurable objectives adds clarity, purpose, and understanding.
- Makes you feel better about your job.
  - Research also shows that clarity makes for a happier and more satisfying workplace.

SMART **Objectives**	**S**pecific

- People do what they understand the expectation to be.

- When drafting your own objectives, use action words e.g. "To deliver", "To introduce", "To build".

Measurable

- So you both know if the objective is met, exceeded, or not met.

- Should not be vague. Numbers are good where possible. Also clear indications of outcome. Or both e.g. "Complete and sign off on new procedures by 25/10/16".

Agreed

- By coming to agreement you're both signing off that the objective is doable and worthwhile.

Realistic

- Again confirms that you both agree that the objective can be achieved.

Time Bound

- What's the deadline? What are the key milestones?

- Be specific e.g. "31st May 2017 not Summer 2017".

Objectives
How to agree

- Objective setting starts with an iterative process, based on dialogue.

- Your manager will discuss with you your team's/departments objectives and how these support the organisation's strategy and objectives. And therefore how you contribute.

- Before you meet with your manager, think about what objectives you think would be useful to help you get the most out of your role.

- Use the on-line system to develop the objectives.

Objective Setting Tips

- It's not a one-time exercise! Instead it requires ongoing discussion, understanding, review and adjustment. The on-line systems supports both you and your manager through that cycle.

- Objectives are outcomes not actions. For example, "provide good service to other departments" is an action rather than an objective. An objective could be "Increase other departmental service satisfaction score by 10%". (Illustrative only)

- Objectives should directly relate to the key elements of your job.