

Performance Management Resource Guide



The challenge manage leaders face when preparing a performance review is that the document is focused on the employee's past performance and the conversation that is of greatest value to employee's is how to succeed in the coming year. With this in mind, keep the following tips in mind:

Review Preparation

Much of the hard work of reviewing performance should be carried out before the formal meeting.

- ❖ Encourage involvement by asking your employee to provide feedback on their performance and solicit feedback from key stakeholders.
- ❖ Throughout the process, maintain a coaching versus assessor mindset.
- ❖ The best evaluations are reflective of the entire review period, include key stakeholder feedback, do not have surprises.

Manage Discussion Challenges

Kick start the performance conversation on a positive note.

- ❖ Link your employee's activities to the organization's performance.
- ❖ Understand your employee's development expectations.
- ❖ Ask for feedback on your leadership and close the conversation on a high note.

Review Discussion

Your employee's self evaluation will provide insights into any disconnects in performance perceptions which allows you to better prepare for the discussion.

- ❖ Ask questions and seek understanding of your employee's perspective.
- ❖ Be straight forward and consistent.
- ❖ Use examples to reinforce your feedback.

Support Materials and Links

- Program for new supervisors and managers: [From the Laboratory Leadership](#)
- Program for managers and directors: [Leveraging you Leadership](#)
- [Video](#) that offers insights into factors driving motivation and rewards.
- [Tips](#) on delivering performance reviews.