

# PREPARING FOR A *(less-biased)* PERFORMANCE REVIEW

## 1 KEEP A RUNNING LOG

Create a word document with sections for each direct report. Keep it on your desktop or somewhere handy. Calendar a 15-minute meeting on the last day of the month and make it recurring for a year. During that time block, reflect and capture the wins, challenges and kudos about each person on your team that have occurred over the past 4 weeks.

## 2 CAPTURE A 1ST DRAFT

Schedule uninterrupted time to brain dump a first draft review for your employee. Start with a few prompts to free flow on their performance, such as: What's been their highlight of the year? Where did you see the most growth? What are a few of their superpowers? Where can they optimize and see the greatest growth or return?

## 3 ASK FOR OTHERS' INPUT

At least a month before review time, identify 3-4 people your direct report works most closely with. Send each a private email with a few scripted questions similar to ones above. Use their responses as data points and a sounding board for what you've already written. Take time to dig into any outlying opinions or new information.

## 4 REVIST AND REFINE

Schedule uninterrupted time to refine your first draft. Have you been objective and clear? Did you fact check and validate? Is this truly a year's worth of a review? This is an important document that is meaningful to your employee, will they feel valued and supported after reading it?

## 5 STAY OPEN AND LISTEN

A performance review is not a one-way conversation. Stay receptive to their input and ask questions to assure their understanding of what's being shared. Listen with your ears and your eyes by checking for body language that might be telling you its own story about how the person is feeling. Give them the floor to ask any questions about their performance or the contents of their review. Remember, their view on what's being said and their feelings are valid even if they don't align with yours. Do your best to make sure they feel your encouragement throughout the conversation, and especially at the end.