

Play Nice in the
SANDBOX
with Penny Tremblay

Engage Employees through Performance Reviews

**Build Productive, Peaceful and Profitable
Relationship at Work**

www.PennyTremblay.com
705-358-3396 | info@PennyTremblay.com

What is a performance review?



A performance review is a regulated assessment in which managers assess an employee's work performance to identify their strengths and weaknesses, offer feedback and assist with goal setting.

Why are Performance Reviews Important for Employees

With the right approach performance reviews are an awesome opportunity to:

- reinforce solid habits
- redirect poor traits
- drive professional growth



When Should We Evaluate Performance?

- The frequency and depth of the review process may vary by company, based on company size and goals of the evaluations.
- Consider
 - Weekly or biweekly
 - Monthly
 - Quarterly
 - Annually



Your ultimate guide to employee performance reviews

24 min read

If you're planning to implement performance reviews for the first time, want to overhaul your approach or just need a reference guide, this is everything you need to know to create a system. Plus, we've included some performance review sample questions you can start using today.

Boundaries

- Correct behaviour that is off course
 - Immediately
 - Assertively
 - Confidently
- Keep things moving in the direction you want to go.



EMPLOYEE MOTIVATION



STAFF



REWARD



PROMOTION



ACHIEVEMENT



EDUCATION



RESPONSIBILITY



GROWTH

How Do We Engage Employees?

What do they want?

How to deliver?

Consider the sandwich technique to acknowledge positive traits while offering constructive feedback

Recognition





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Difficult Conversations ...

Getting prepared, getting started and getting through them

"I have something to discuss that I think will help us work together more effectively."

"I'd like to talk about _____ with you because I'd like to get your point of view."

"Do you have a few minutes to chat? I need your help with what just happened."

"I think we have different perspectives on _____ and I'd like to hear your thoughts on this."

"I'd like to talk about _____. I think we have different ideas on how to go about it."

"Can we talk?"

"Would you agree to talk with me about _____ until we both find solution we feel good about?"

"I'd like to see if we might reach a better understanding about _____. I want to hear your feelings about this and share my perspective as well."

Write some possible conversation starters for your difficult conversations:



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Raising A Concern

- Clean intention
- Open yourself
- **N**ame the behaviour and its effect
- **C**almly state your preferences for future
- **E**voke more conversation and actively listen
- **R**efrain from judging or criticizing
- **N**egotiate or problem solve

Think of a concern you haven't yet had the courage to verbalize. Use the points above to plan what you'll say when you raise your concern.



For written performance reviews:

<https://www.tinypulse.com/blog/sk-useful-phrases-performance-reviews>



100 Useful Performance Review Phrases



Phrases to Avoid

- **“You do so brilliantly, I have nothing to give you feedback on”** Even your very top talent will have some areas they can improve or develop skills in. Comments like this give the impression you haven’t bothered to look at their work in any detail.
- **“If you double your targets this year, then we might look at promotion to the C-suite next year”** Avoid ‘if/then’ statements, as they sound like empty promises, based on unattainable goals.
- **“You’re never at your desk on time. And you’re always late to meetings”** Avoid absolute words such as ‘always’ and ‘never’ – no one is late 100% of the time.
- **“You’re a great employee. Keep it up”** This says nothing about what the employee does that is great, how they can be even greater, or what they can do to ‘keep it up’. You need to explain in detail what the employee did that was great and their development goals to continue their good work

Phrases to Avoid (continued)

- **“I heard you handled that financial services account badly, which was disappointing, to say the least”** The reviewer is relying on hearsay here rather than first-hand observation and gives the employee no chance to put over their version before being criticized. True, it may be peer observation, but using 360 feedback rather than the office gossip mill is much more constructive.
- **“You knocked the other two designers into a cocked hat. Their prototypes were trash compared with yours.”** Comparing colleagues and co-workers in a performance review is a big NO. You’re reviewing only one person’s achievements, so leave the disasters (and triumphs) of others to their own, separate performance discussions.
- **“I can’t believe you! I thought you would do a good job of this, but it’s very poor”** The reviewer is bringing emotion into this feedback, which will only upset or rile the employee having the review. There is no constructive feedback and this level of hostility is likely to drive the employee to look for another job.
- **“You’re lucky to get this promotion. Don’t waste the opportunity”** Condescending and begrudging much? You never want to undermine your employees but rather praise them and encourage their successes. Forcing employees into a promotion does not mean its the best option for them, they deserve to choose.

Performance Review Resources:

- **21 Engaging Performance Review Examples**
 - <https://venngage.com/blog/performance-review-examples/>
- **HBR Tools: Performance Reviews**
 - <https://store.hbr.org/product/hbr-tools-performance-reviews/TLPRF1>
- **Your guide to performance review *templates***
 - <https://www.qualtrics.com/experience-management/employee/performance-review-template/>
- **100 Useful Performance Review Phrases**
 - <https://www.tinypulse.com/blog/sk-useful-phrases-performance-reviews>

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