Principles and Format for a Developmental Review (2-23-26 update)

1. **This approach replaces the traditional "Performance Review."**
    a. The design and conduct of those reviews place the Manager in the position of being a top-down judge, declaring what was positive or negative about a subordinate's past performance.
    b. Flaws in this approach:
        i. Reinforces a "Boss/subordinate" relationship.
        ii. It sets up the likelihood of a one-way conversation, particularly if it contains significant negative feedback
        iii. The Manager's judgment can be final, with no redress, no expansion of views, and little agreement.
        iv. Focuses on criticism rather than what is done well or needs improvement.
        v. Compensation or questions of continued or future employment issues are often tied immediately or directly to the review's results.
        vi. In those cases, the recipient can have anxiety about the number, which interferes with focusing on the evaluation.
        vii. They are often held once a year, at best, and rarely as scheduled.

2. **The Developmental Review**
    a. Emphasizes the specifics of what has gone well, supporting and creating empathy.
        i. Acknowledgment of successes and progress.
        ii. Avoids a "bad and wrong" orientation.
    b. Separates compensation in space and time from the review.
    c. The associate is asked to provide a self-evaluation in advance and participate in a two-way conversation during the review.
    d. Gains buy-in from both manager and associate on the accuracy and value of the review, along with commitments to create specific goals/actions for the future.

e. Builds and supports a trusting, cooperative, and constructive relationship in which dignity is preserved, and agency is maintained with the employee.
f. Establishes accountability for effectiveness and growth where it belongs; in the hands of the associate with the manager providing needed support and progress reviews.

3. Critical steps in the conduct of the review

a. Prerequisites
    i. The Associate's Position Description is clear, in writing, and agreed to by both them and their Manager.
    ii. Includes the incumbent's accountabilities.
    iii. Includes agreed-upon goals from past periods (quarterly, yearly).
    iv. Associate prepares for review by:
        1. Assessing their own performance against expectations on a commonly used form.
        2. Include what has gone well and what has not.
        3. Include specific areas for improvement.
        4. Include any concerns about health, length of employment, and professional and personal aspirations for the future.
    v. The manager prepares for review by:
        1. Assessing associates' performance against all agreed-up expectations.
        2. Includes the "well done" and the "not well done."
        3. Areas for specific improvement.
        4. Includes any concerns about health, length of employment, and professional and personal aspirations for the future.

b. Review
    i. It is conducted in a quiet, confidential, and comfortable space, and certainly not in their offices. Neither sits behind a desk or far away in a large conference room.
    ii. The manager sets the stage by:
        1. Reconfirming the purpose of the review.
        2. Asking whether the associate has done their preparation (If not, stop the action and reschedule after their preparation is complete).
        3. Outlining the format.
        4. Asks the person to begin
        5. During this time, the role of the Manager is to:
            a. Ask open-ended questions
            b. Layer
            c. Listen without comments
            d. Make sounds or a few words of understanding
            e. Take notes.
        6. What <u>not</u> to do:
            a. Make any evaluative comments of their own during their speaking time.
            b. Argue with the person on the merits of their point of view.
            c. Make any suggestions or inferences to take action.
            d. Scoff or ridicule (including rolling eyes) in reaction to what they say.
    iii. Manager's turn
        1. Go through the review
            a. Specific actions are pointed out, positives first.
            b. Then, what hasn't gone well, weaknesses, and concerns are shared.
            c. Pay attention to where your opinion matches and doesn't match your Associates'.

2. Associate's role during Manager’s feedback/comments
    a. Listen
    b. Ask open-ended questions
    c. Take notes

iv. Move to a joint conversation
    1. Both note and write down matching views
    2. Both record differing opinions.

v. Work at finding as much mutual agreement as possible.

vi. Develop future goals, action plans, and commitments with quantifiable results.

c. Closure

i. Both Manager and Associate develop a joint follow-up action plan

ii. Action plan format:
    1. Goals
    2. Timetable
    3. Action steps
    4. Accountability = who, what, measurables, and by-when.

iii. Set the next review date and time.