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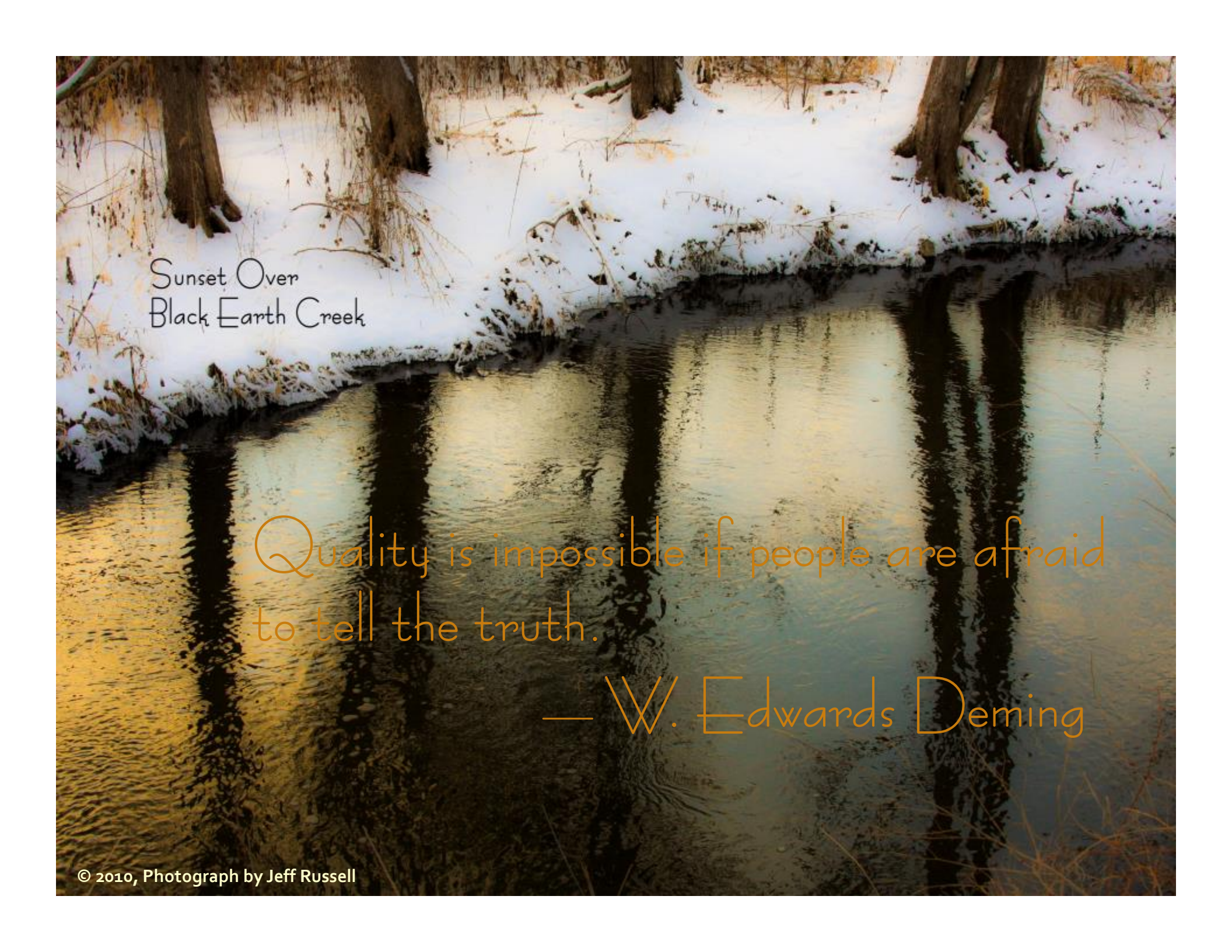
Nes Gard Church
Lustrafjord, Norway



Fearless Performance Reviews

A Framework for Transforming Performance Reviews
into Performance Coaching Conversations





Sunset Over
Black Earth Creek

Quality is impossible if people are afraid
to tell the truth.

— W. Edwards Deming

Seven Reasons for *Fearful* Reviews

1. It feels as though there is a lot at stake.
2. The process feels overly judgmental.
3. The process sometimes raises uncomfortable truths.
4. People may feel “blamed” for a problem.
5. People aren’t skilled at it.
6. There’s too much uncertainty.
7. People feel a loss of control.

Ten Characteristics of Fearless Reviews

1. Forward looking.
2. More developmental than evaluative.
3. Focused on improvement in performance behaviors and outcomes.
4. Anchored to “Great Performance” outcomes and goals that are defined early in the performance cycle.

Ten Characteristics . . .

5. Employee-centered. The employee takes the lead role in the process.
6. Frequent — conducted as often as necessary to keep performance on track and getting it back on track if and when problems occur.
7. Conversational and informal leading to a shared understanding.

Ten Characteristics . . .

8. Based upon a Collaborative Mindset vs. a *My-Way Mindset*.
9. Objective and data-based — using observable and countable behaviors and results as its foundation.
10. Meaningful . . . both the employee and the supervisor have learned something about themselves and each other.



Conducting a fearless
performance review is
about the quality of the
conversation.

It is not about the **form**.

Pigeon Point Lighthouse - California

What are our *perceptions*?

Our perceptions are the processes by which each of us translates sensory impressions into a coherent and unified view of the world, of others, and even ourselves.

And our perceptions, in turn, tend to predetermine the behaviors we bring into every relationship.

A Mindset Continuum

**My-Way
Mindset**



**Collaborative
Mindset**

*I am right, you
are wrong.*

*I'm in charge,
you're not.*

*My version of
the truth is the
right one.*

*I need to win,
you need to
lose.*

**When approaching a performance review,
both the supervisor and employee always
choose a position on this Mindset
Continuum.**

**Where are your supervisors along this scale?
Where do your frontline employees fall on
this continuum?**

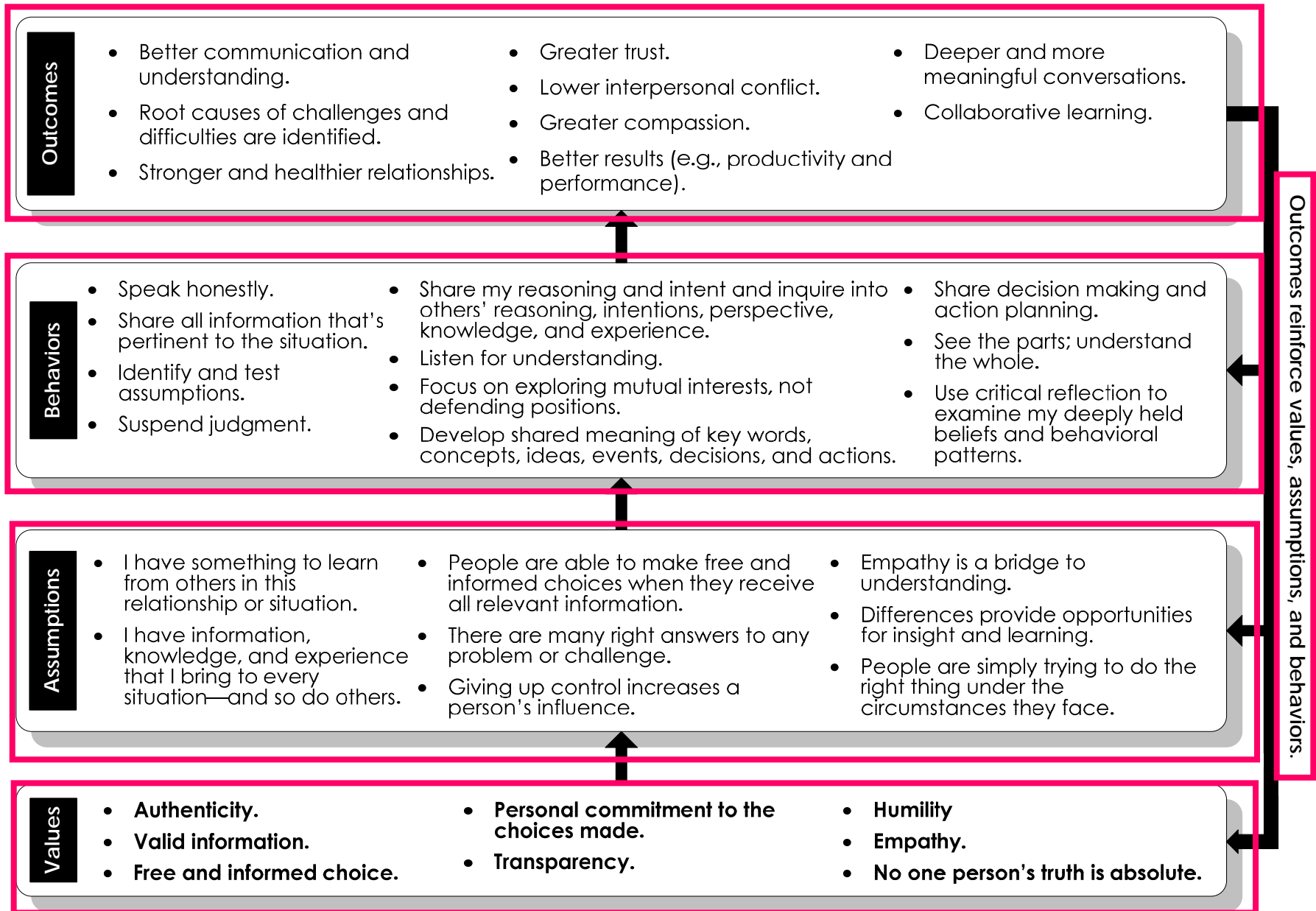
*I have
something to
learn.*


*People are
doing their
best.*

*I only know
part of the
story.*

*We both can
win.*

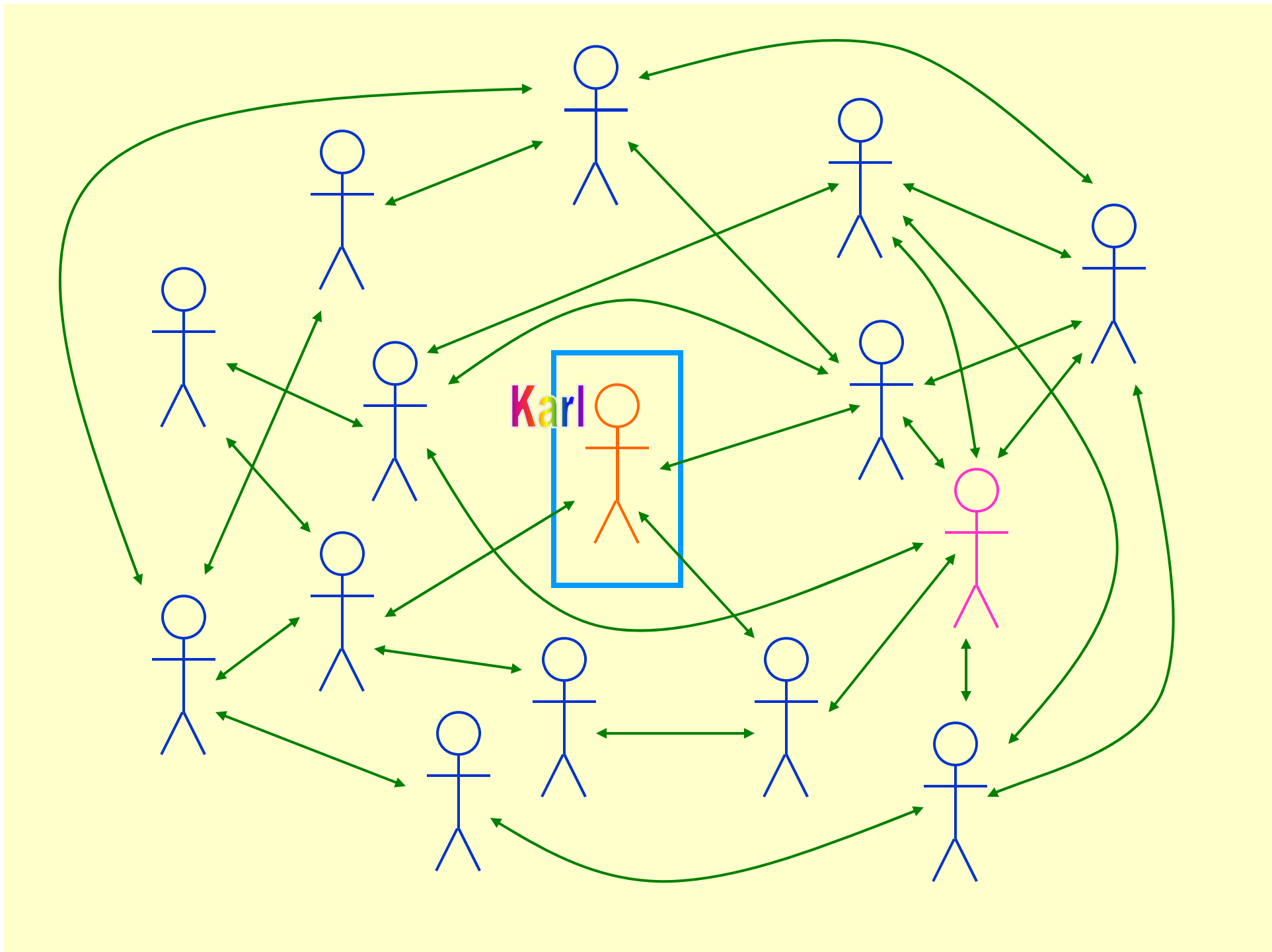
Collaborative Mindset — A Winning Approach





Out beyond ideas of wrong-doing and right-doing, there is a field. I will meet you there.

– Rumi, 13th Century Persian poet
b. 1207, d. 1273



When things go wrong . . .

Focus on CAUSE,
not **blame!**

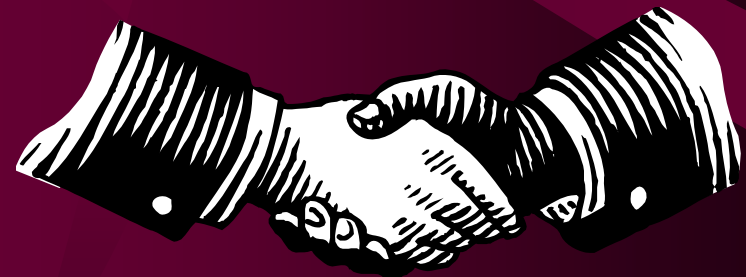
Lustrafjord, Norway

A Fearless, Employee-Centered Process

1. Each **employee** is responsible for his her own performance.
2. This includes conducting a **self-assessment** of his or her own performance.
 1. **What's going well in your job? Why?**
 2. **What isn't going well? Why?**
 3. **What changes/improvements could you make in your job to enhance your job performance?**
 4. **How can I best help you achieve your performance goals?**
3. The **supervisor** independently conducts his or her own **analysis** of the employee's performance.

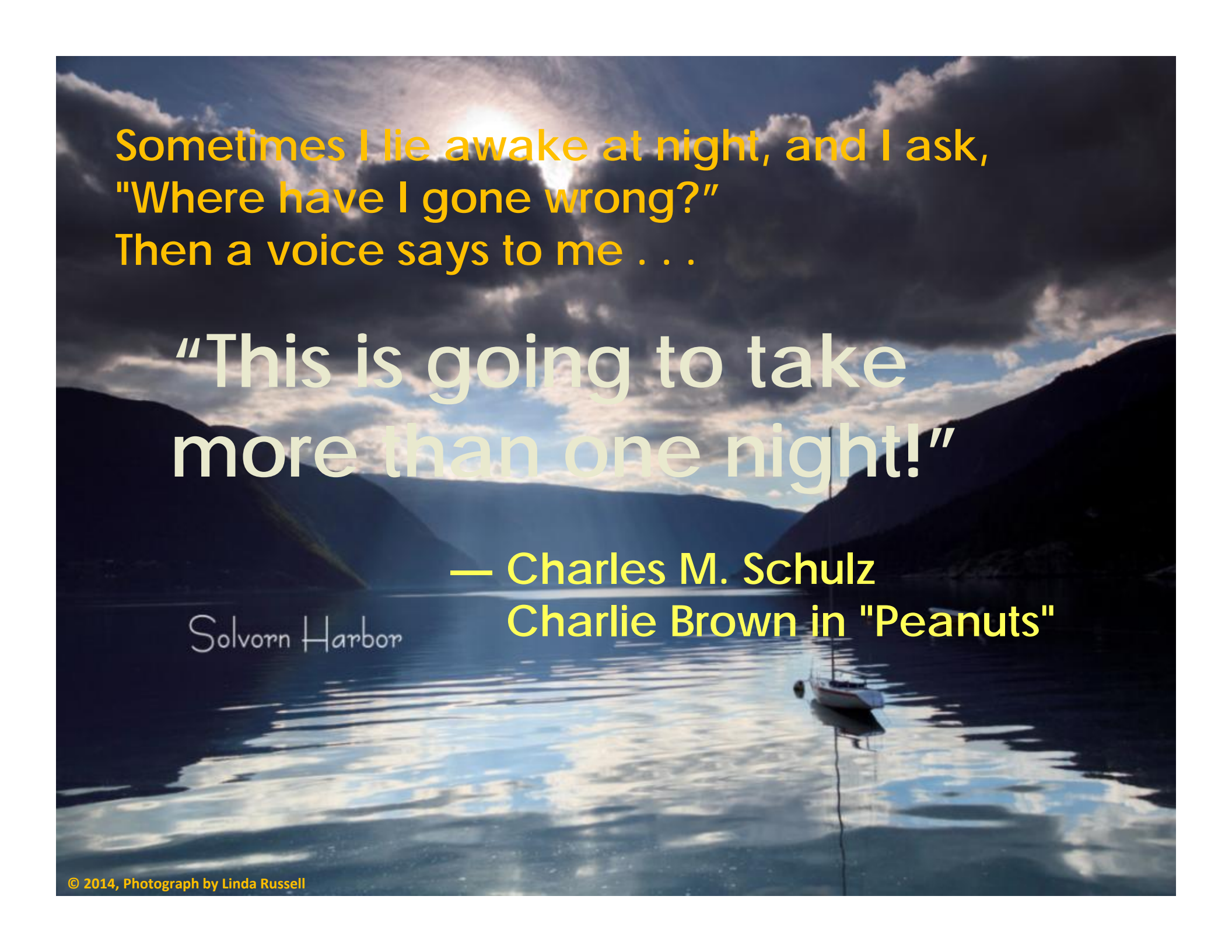
A Fearless, Employee-Centered Process

4. A collaborative process where, ideally, the **employee leads the way** in the performance review.
5. Supervisor and employee mutually define a path to performance success.
6. Supervisor or employee summarizes what was agreed-to.
7. If appropriate, the supervisor completes the final performance review form **following** the coaching conversation.



The Performance Coaching Conversation





Sometimes I lie awake at night, and I ask,
"Where have I gone wrong?"
Then a voice says to me . . .

"This is going to take
more than one night!"

— Charles M. Schulz
Charlie Brown in "Peanuts"

Solvorn Harbor

Jotunheimen National Park

Thank you!

- Best of luck in conducting *fearless* performance reviews!
- Give me your B-card if you want to subscribe to our newsletter, **Workplace Enhancement Notes**
- Visit www.RussellConsultingInc.com next week to download a copy of these PPT slides.

