

**Hey Managers -
you CAN
love appraisals!**

**3 essentials for performance reviews
that make a difference**

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As a manager, you know
you must prepare for
performance reviews, but

PREPARE

WHAT?

Most people focus on
preparing INPUTS:

paperwork

numbers

evidence



But it's the

CONVERSATION

that makes the
difference



A little

PREPARATION

makes a great

CONVERSATION

Read on for the three EASY prep tips



1

An
EMOTIONAL
MESSAGE

2

QUESTIONS
to EXPLORE
key issues

3

STRUCTURE
to SAY what
must be SAID

**AN
EMOTIONAL
MESSAGE**

1

How should they

FEEL

after the review?



Reviewees will take away
ONE overall impression of
what you think

**Be clear what YOU
want that to be**

...I'm appreciated?

...I'm respected?

...Do I need to pull my socks
up?

ACTION: Write down the
EMOTIONAL MESSAGE you
want to give each person

QUESTIONS to
explore
KEY ISSUES



2

Before the review
write

3 questions

about what you
want to discuss

Questions might be any or all of these...



The
GOOD

What has
gone well?

The
BAD

What has
happened?
How to get back
on track?

The
HIDDEN

Uncover
problems or
hidden
agendas

OPEN Questions

Good for

- ENCOURAGING reflection and learning
- COACHING people to improve
- UNDERSTANDING a situation better
- EXPLORING possibilities

EXAMPLES

- How confident are you?
- What made the difference?
- When did things change?

PROBING Questions

Good for

- Exploring how people FEEL
- UNDERSTANDING motivation or
- Bringing HIDDEN issues to the surface

EXAMPLES

- What has happened to make you think that?
- What makes you say that?
- How could you deal with it?

STATEMENT Questions

Good for

- Addressing difficult situations
- Stating the situation
- Asking a question about the situation

EXAMPLES:

Your last project ran over budget (*your statement*)

- What could you have done to prevent that?
- What will you do differently on your next project?

If you write your questions
before each review



You will feel more confident
and in control during the
conversation

**ACTION: Write your
questions**

Prepare
to SAY

...what
must be
SAID

3

Think about the

FEEDBACK

you need to give

Here's a brilliant structure to help
you communicate clearly!



A

ACTION

What have
you
observed?

I

IMPACT

What impact
has the action
had?

M

**MOVING
FORWARD**

What must
change?

**ACTION: Prepare your
A.I.M.**

Write it down.

Practise with a colleague if you think it might
be tricky!

To RECAP – Just 3 steps will ensure you are prepared!



1

An
EMOTIONAL
MESSAGE

2

QUESTIONS
to EXPLORE
key issues

3

PLAN to SAY
what must be
SAID

Do these 3 and
you will

FEEL BETTER

and have a great

CONVERSATION

Because
conversations
matter...



A Year in a Day
of Performance
Conversations

Even the 'techie'
managers can
have effective
conversations



It's my
Conversation!

Brilliant engagement
with reviews for
ALL employees



Tailored
E-learning
Content rich,
engaging
learning to
reinforce skills

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