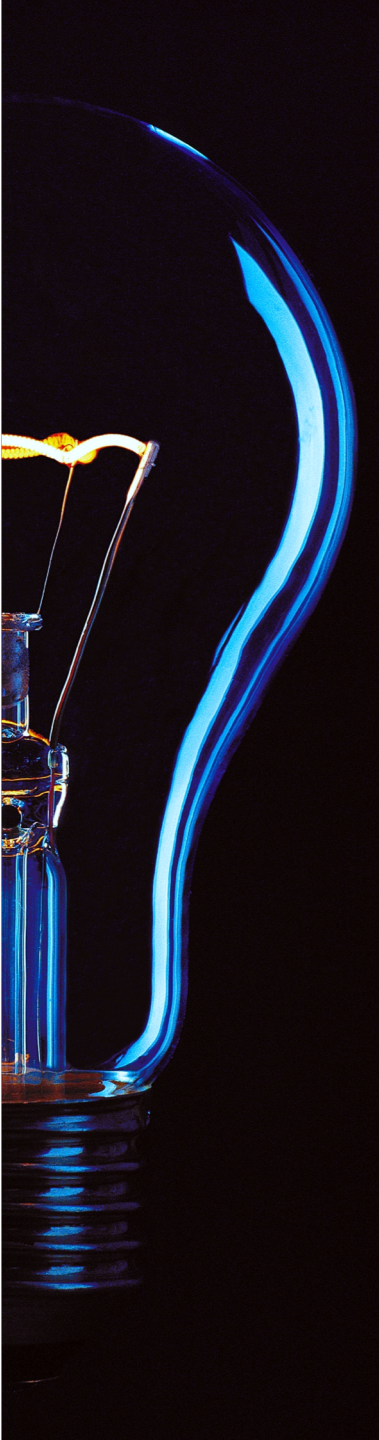


HOW TO USE PERFORMANCE REVIEWS TO POSITION YOUR TEAM FOR A WILDLY SUCCESSFUL YEAR



LIZ ESKENAZI
PRINCIPAL CONSULTANT





YOU'LL LEARN...

- Planning tactics that will ensure a seamless performance review process
- How to help deliver results-focused reviews
- Tips to drive value for both the reviewer and reviewee
- The stigma surrounding reviews (and how to obliterate it)

YOU'LL GET...

- In addition to proven tools and tips, you'll get **full access to 4 resources** to help you prepare for and execute your best performance reviews yet



PERFORMANCE REVIEWS ARE...



PERFORMANCE REVIEWS ARE NOT...





WHY DO PERFORMANCE REVIEWS?



PERCENTGE OF EMPLOYEE REVIEW SATISFACTION

EMPLOYEES DREAD REVIEW TIME . . .



51%
of employees
believe annual
reviews are
inaccurate



PERCENTAGE OF MANAGER REVIEW SATISFACTION

... AND SO DO MANAGERS

Managers cite performance reviews as their second most-hated task (after firing someone)



58%

of managers think employee performance reviews are not an effective use of time



PERCENTAGE OF OVERALL REVIEW EFFECTIVENESS



**“ENERGY
FOLLOWS
INTENTION”**





CREATE A SPACE WHERE THEY ARE...

- In control of the situation
- Positioned to win
- Feel valued



A person in a blue shirt and dark pants is walking away from the camera on the crest of a sand dune. The dune is covered in fine, rhythmic ripples. The sky is a clear, pale blue. The overall mood is one of solitude and contemplation.

**“WHAT’S BEHIND
ME IS OF NO
CONCERN”**







PREPARE



PREPARE THE REVIEWEE

OPPORTUNITIES TO REFLECT

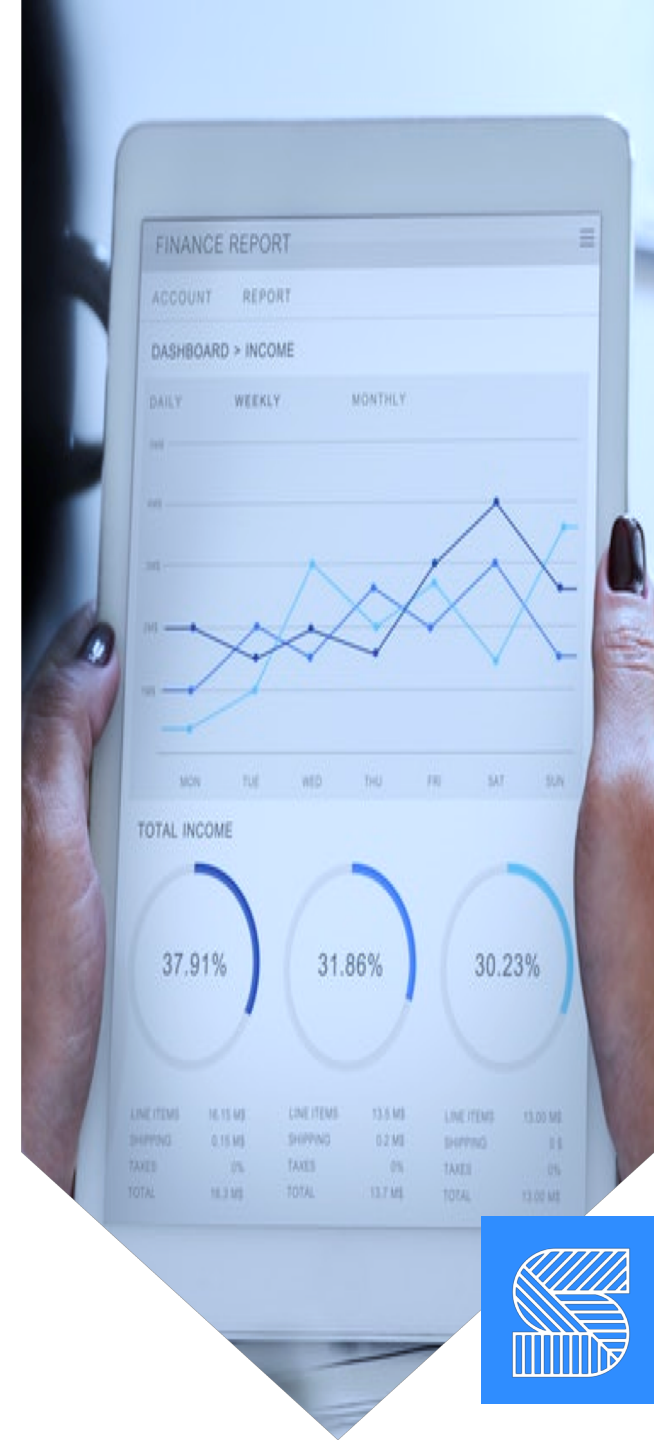
- Moment where they displayed a company value/output
- Moment where they operated in alignment with performance goals/output
- Moment where they overcame an obstacle and what carried them through
- Moment where they left “something” on the table and what they could have done differently



PREPARE AS THE REVIEWER

DATA POINTS TO REVIEW

- Top 1 to 3 moments the past year
- Top 1 to 3 opportunities for change in the coming year (suggestions for what they might stop, start, and/or shift)
- One thing you are grateful for as a result of their performance the past year

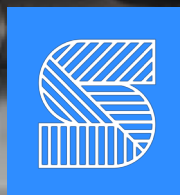


PREPARE OVERALL SET THE TONE

- What do you want the person **to know**?
- What do you want the person **to feel**?
- What do you want the person **to do**?



WHAT IS THE HEADLINE?



POLL

READY, AIM, FIRE

When conducting performance reviews, what do you tend to exhibit most?

- a) Precision
- b) Realness
- c) Intentionality
- d) Offering capacity
- e) Human connection



EXECUTE



EXECUTE

FRAME THE CONVERSATION

- Let the employee go first
- Make it real
- Connect the dots
- Move it forward
- Cement the learning



EXTEND THE LEARNING





**THE TEACHER
WILL COME TILL
THE LESSON IS
LEARNED.**



EXTEND THE LEARNING

THREE THINGS THEY NEED TO KNOW

1. They are in control
2. They are positioned to win
3. They are valued



ACCESS THE ALL IN TOOLKIT

BIG 5

AREA OF DESTINY (AOD)

25 REASONS WHY
UNDERSTANDING THE "WHY" FOR WHAT YOU DO

OVERVIEW: You are seeking greater happiness and professionally, and to the questions are the ideal start for the next 12 months.

HOW TO: Read and respond to each question, and/or shift to compare than discovered. If you're feeling things that you're not good at and as your AOD is the intersection of your by finding your AOD, you reduce in things that you're not good at and as

OVERVIEW: You want to understand how your passions play into your work. 25 Reasons Why is an exercise to help you uncover the top reasons why you do what you do. The first 10 reasons you list will likely be specific to you, the things that bring you joy; numbers 11 to 20 are often connected to others in your life, and the final 5 reasons typically connect to a higher purpose or seeking for a societal need (the altruistic nature within).

HOW TO: List out the 25 reasons why you do what you do. This is open-ended and should be completed in a creative, quiet space that allows you to thoughtfully reflect. Once you're finished, circle your top three reasons. This is where your passions truly lie.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____
21. _____
22. _____
23. _____
24. _____
25. _____

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25

ELEVATE YOUR PERFORMANCE REVIEWS

GET IT RIGHT COLLECTION

ENGAGEMENT & RETENTION

SHIFT

www.shiftthework.com

EXTEND THE LEARNING

LONG GAME SHORT GAME

Think of this tool as a gap analysis starting with the end in mind. Follow in numerical order starting with number one (long game) at the bottom, and then move your way up to the top (short game).

2. CURRENT STATE

3. WHAT YOU WILL DO

4. HOW YOU WILL DO IT

5. BY WHEN

6. WHO NEEDS TO BE INVOLVED

7. MEASURES YOU WILL USE TO MONITOR PROGRESS

1. FUTURE STATE

SHIFT

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