

LEADING PERFORMANCE REVIEW DISCUSSIONS: TWO APPROACHES



Based on:
the GROW coaching model

Goals – Identifying their goal

What did you want to accomplish?
What were the behavioural and work level standards that were relevant?

Reality – The current situation

How did you go against your goals?
What obstacles arose?

Options – Identifying what can be done

What capabilities do you need to work on?
What support or other actions do you need from me?

What next? – Choosing how to move forward

What do we each plan to do and by when?

STRENGTHS-BASED APPROACH



Based on: the practice of “appreciative enquiry”.

Focuses on: identifying what we naturally do well and look for opportunities to develop, replicate and spread these successes.

The discussion takes three key stages:

- 1 Eliciting a specific success story from the individual
- 2 Helping them articulate their personal code for success
- 3 Challenging them to identify how they could apply this code in the future

COACHING APPROACH



TIPS ON LEADING POSITIVE PERFORMANCE REVIEW DISCUSSIONS



If you have to give a rating – do this after you’ve discussed performance but before you discuss options for moving forward.



Reframe your message to acknowledge and build on strengths in existing performance, rather than what is wrong.



Take your time – use the discussion to build a strong relationship.



Allow the staff member to self-assess before making judgements.



Give feedback face-to-face first before putting anything in writing.