

HOW TO PREPARE FOR, GIVE AND RECEIVE A GREAT REVIEW

MAY 2018

WHY DO WE DO STAFF REVIEWS?

- An opportunity to give and receive good official feedback.
 - Celebrate, honour and thank well
 - Answer the question: 'Am I doing a good job?'
 - Make tweaks and changes to roles, behaviours and attitudes
 - Clarify roles and responsibilities
 - Clarify next steps in my job/ areas for growth/ opportunity/ what is in the future
 - Time of connection
 - It contributes to our culture of no surprises
 - Creates regularity to our feedback process
 - Remember the feedback we are looking for is 360 (self and peer evaluation, them up, you down) – building trust, team etc.
 - Others?
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PREPARATION

1. Prayerful preparation

- Most people feel apprehensive about reviews and it can be an anxiety provoking time for you as a team leader and for the person in the review. Even the most robust people get nervous for reviews! Try to prepare in advance to temper this.
- In preparation, spend some time asking God what you think this person needs to hear and how you can best frame it.
- Praying before a review also brings confidence to give the right feedback rather than just bringing your own agenda.
- You may even want to start the review by praying.
- Think through who you are meeting and when, so you can budget your energy well throughout the day.
- Please prepare well and appropriately for each person (at least 20 mins per person) – we want to equip and add value to people
- Look through the peer reviews, think through your responses to the questions, make notes, come ready. Create your own summary of the feedback you've received, don't only rely on other's comments.
- Use last time's staff reviews to set you up and remind you of previous next steps

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- Remember these are coaching opportunities for character and functionality. We want to give feedback on ROLE (what I do) as well as VALUES (how I do things)

2. Think through people dynamics

- As you think about your team members be aware of diversity in personality, strengths etc.
- Some people understate their celebrations and are overly negative about themselves, and overly positive about others.
- Others are not critical enough of their blind spots, and find it hard to be positive about others.
- All need to be helped towards health and we think these reviews will help get us there.
- Refer to their Strengths Finder profile and make use of this great tool!
- Usually affirmation/improvement can be linked to a strength or combination of strengths. Every strength has a positive & negative side. This can be a helpful framework when you're trying to illustrate a point.

3. Ask your team to come prepared

- Remind them to take time to work through the questions and their responses in whatever environment suits them
- Ensure they bring their responses along on the day

4. Prepare yourself to receive feedback

- This year we are also wanting upward feedback so that as team leaders we can be just as open to growth and learning
- Think about how you can maximise this feedback opportunity:
- Some of your team members may be very critical/ careless with words – how can you listen out for the gold in their comments?
- What personal defensive mechanisms do you need to be aware of?
- Some of your team members may not say much and be reluctant to give feedback – are there specific questions you can ask to get more detailed feedback?

5. Consider the Environment/Space/Time

- Schedule your review with your team well in advance, don't just decide in one of your weekly slots that now's the time to do that person's review. People in reviews also need time to receive feedback well and be in the right mental framework.
- Ensure that you have the right setting for a review. Doing someone's review in the car on the way to a function is an example of a poor setting. Show that you value the person by setting up a meeting with an appropriate venue and time frame.

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- Make sure you have the right people in the room. Is there someone else that brings this person oversight that should maybe also be contributing to feedback?
- Lastly, reviews are not an optional thing that we do! If you only have good feedback to give a person, still prioritise this time and let your team member know how much you value them. Our staff count on this time of year to hear affirmation and how they can be better. Don't rob them of this time, it only brings resentment.

THE REVIEW ITSELF

- Reviews shouldn't be a time where someone is hearing negative feedback for the first time, we have a culture of continuous feedback, however, if there is something pressing that needs to be discussed and challenged, this is the appropriate space to do it!
- Make sure you're offering solutions to aspects/attitudes/behaviour that need to change and not just pointing out what's wrong.
- Be careful about projecting your own insecurities/weaknesses onto a person, ensure your feedback is valid and not crippling.
- Keep feedback anonymous. Don't abuse staff's honesty in a review, never say X said this about you and you need to go chat to them about why they said that. Rather give generalised feedback that doesn't attach a name to a comment.
- Ensure you are covering ALL the content of the review – not just the easy parts.
- We want high self-awareness and ownership more than we want to catch people out/take them by surprise. A good marker at the end is how much they see and communicate themselves! So, ask for feedback on your feedback if there is time. Also ask them to sum up what they understand next steps to be.
- Be honest! And courageous! Have the last 10% of conversations. Don't avoid things that need to be said.
- Lastly, make sure you're asking at the end of the review if there's anything else they would like to discuss or bring up.
- If there are changes to roles, positions, major processes/report lines etc. this is a logical time to motivate for those (off the back of these reviews). If you are not getting far enough with someone, book a follow up meeting but don't run over time

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AFTER THE REVIEW

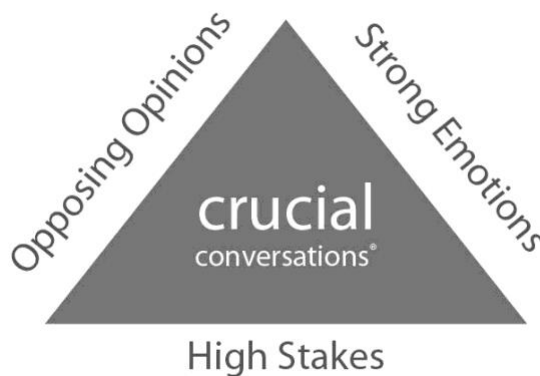
- Take the time to wrap up the review properly – ensure notes are made, next steps are clear.
 - Send copies of review notes to relevant stakeholders.
 - Complete the follow up questionnaire which will help inform promotions, bonuses, salaries and highlight any concerns.
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SOME REMINDERS FROM JOSEPH GRENNY'S SESSION AT GLS 2014 - CRUCIAL CONVERSATIONS

- Crucial conversations are moments of disproportionate influence; moments where how someone behaves has an enormous effect
- Crucial conversations/ moments are defined by three dimensions:



- Problems in our organisation happen when we don't have crucial conversations/ we don't have them well
- Crucial conversations can be a pit (hindering and unhelpful) or a path (helpful and forward moving)
- Your job as a leader is to define the couple of conversations that most effect the health of your culture.
- The vital behaviour that enables most any positive organizational outcome is CANDOR at moments of acute emotional and political risk.
- When it matters most we tend to do our worst.
- Your job as a leader is to model, teach and coach the crucial conversations that effect your mission.
- Crucial conversations are the core of a healthy culture.

Consider your style under stress: <https://www.vitalsmarts.com/styleunderstress/>

Do you move towards silence (masking/ avoiding/ withdrawing) or violence (controlling/ labelling/ attacking)?

Grenny mentions Seven Crucial Skills – let's focus on one **MAKE IT SAFE**

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commonground
church

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- Often the thing you say first is so important.
- You have two tasks in the first 30 seconds of a crucial conversation:

Create **Mutual Purpose**:

Help them know that you care about their interests, problems and concerns almost as much as they do.

YOU KNOW THAT I CARE ABOUT YOUR GOALS

Create **Mutual Respect**:

Help them know that you care about them and fundamentally respect them.

YOU KNOW THAT I CARE ABOUT YOU.

- *People never become defensive about WHAT you're saying. People become defensive because of WHY they think you're saying it.*