

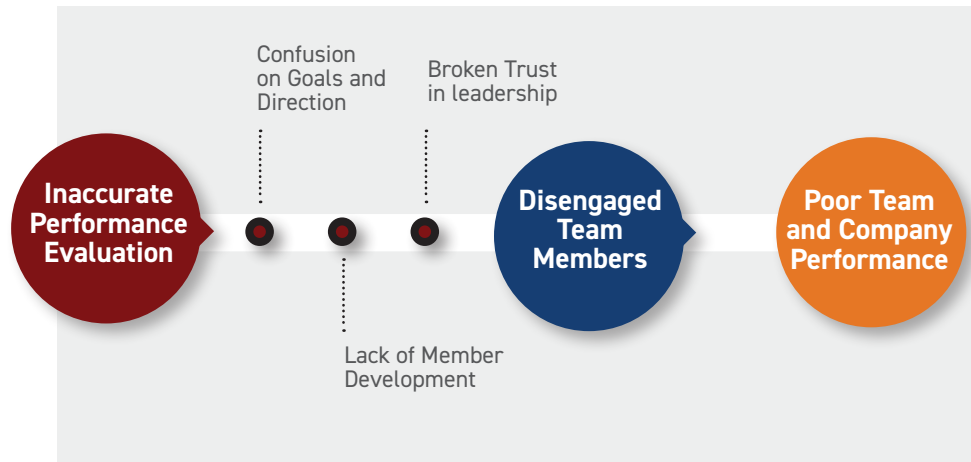


# Leader Guide: END OF YEAR Performance Evaluations

## Why are Performance Evaluations Important?

The importance of performance management cannot be overstated. Performance management ensures that every team member knows where they stand regarding their performance. It is a set of practices to help give team members direction, feedback, and the development they need to succeed. It is critical that performance be evaluated accurately.

## What are the consequences of not evaluating performance accurately?







## The Cycle

Performance management is an annual process. It is designed to make sure each team member can contribute their best to support the company's objectives, and that all team members can develop and grow, focused not only on today but also on building a career within the organization.

That's why our performance management cycle is so important. It operates on an annual calendar to make sure we're setting goals, providing feedback throughout the year, and helping all our team members achieve their objectives—from a business perspective and a developmental perspective.

As you can see, we should set goals to make sure we are all aligned on results and development. We should have regular performance conversations and development check-ins, as illustrated below, to document progress toward goals. We should evaluate performance and summarize results with our team members so they know where they stand, what they can do to improve and how we can support them.

October	March	August/September	October/November
 <b>Set Goals</b>	 <b>Review Progress</b>	 <b>Evaluate Results</b>	 <b>Summarize Results</b>
Establish priorities for the year	Mid-year performance feedback	Review mid-year results and more	End-of-year performance feedback
Focus on expectations and goals	Review goal progress and establish focus areas for each goal	Review behavior in alignment with values	Discuss future focus areas
Consider development when requesting work/projects		Self-evaluations	

# EVALUATIONS

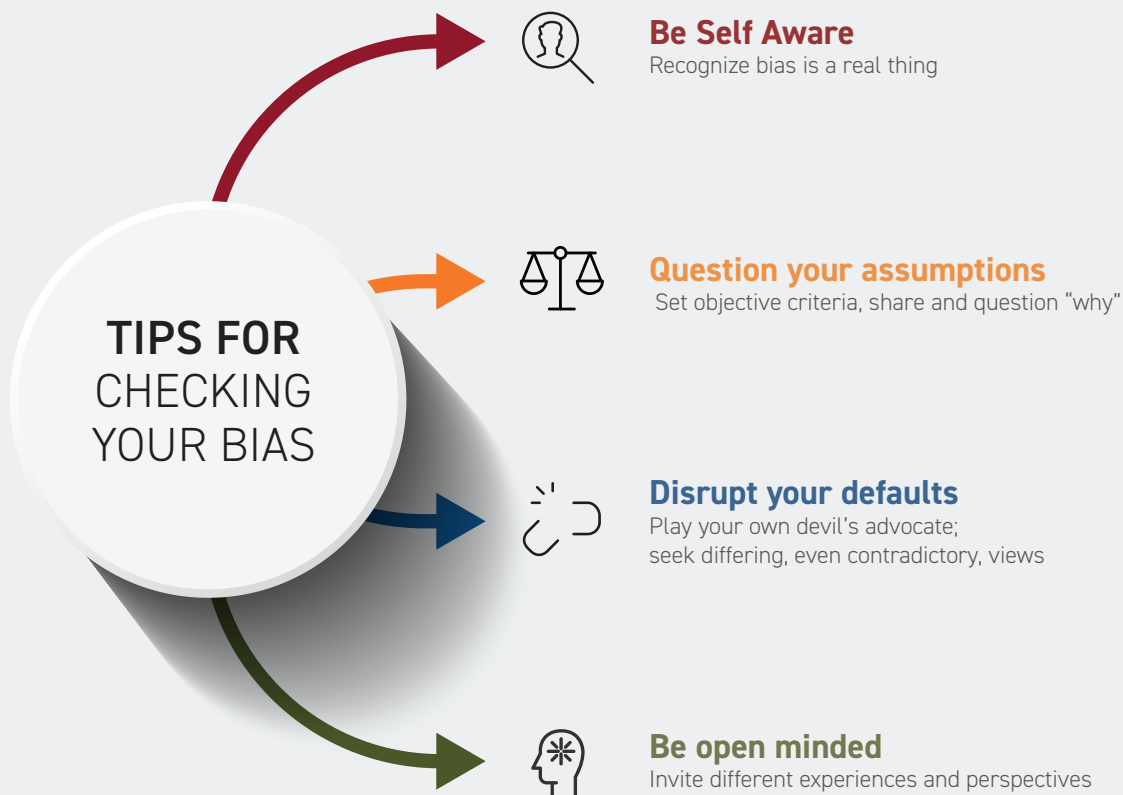
The documented evaluation step is critical in keeping record of performance continuously. Documentation helps track progress to development goals and opportunities. This is a way to recognize good performance and track coaching or course correction for low performance. It also helps to legally defend talent decisions and mitigates liability.



## CHECK YOUR BIAS

Our brains are wired to go towards what we expect. Don't fall prey to bias by creating shortcuts about people that lead to assumptions regarding who they are and how they perform.

Bias Type	Description
Recency Bias	The tendency to allow recent events to influence a performance rating (positively or negatively) instead of considering overall performance throughout the year.
Similarity Bias	The tendency to rate someone more favorably, or attribute positive or negative intent to something, when they are similar to you in background, style or other characteristics.
Confirmation Bias	The tendency to see things in ways that confirm existing beliefs, as well as your tendency to search for, favor and use information that confirms pre-existing views.



### DO'S

- Review performance holistically across the year.
- Focus on facts, check your biases and remain objective.
- Prioritize evaluations and set time aside to be able to focus on your performance evaluations.
- Incorporate and seek feedback from key stakeholders when rating your team members.
- Use descriptive and objective language in the reviews so your team member understands their evaluation.

### DONT'S

- Rate performance based solely on most recent performance.
- Compare team members to one another.
- Consider the performance evaluation process a 'check the box' exercise
- Only seek out feedback from those that may confirm your beliefs.
- Document performance vaguely, or with few data points to discuss with your team member.