

Spring seems to be the season for performance appraisals. For decades now employees have been afraid of them and managers dread doing them. In fact earlier this year Google scrapped their twice-yearly performance review process in order to “improve morale!”

The problem is: most performance appraisals look backwards - how was your performance and what can be improved? The backwards approach can damage employee performance by up to 27% according to [A Quantitative Analysis of the Effectiveness of Performance Management Strategies](#)

STEP 3 - OFFER ASSISTANCE AND ADVICE

During the prior step you may hear an opportunity to provide advice.

Ask permission before you give any.

It sounds like this:

- » You sounded frustrated by the frequency of change orders - may I give you a few tips?
- » I've had those kinds of conversations with inspectors VYzcfYza Um=gj [[Yghgca Yh]b[3

STEP 4 - BRIDGE TO THE FUTURE

GHyd'Zci f'VY[]bg'hY'a i hi U`mVYbY VJU`UbX'Zcfk UFX!'cc_]b[part of the conversation. The recent 2023 [Workplace Learning Report](#) from LinkedIn Learning declared that only 26% of employees say their employer challenged them to learn a new skill in the last six months and only 15% said that their cf[Ub]nUh]cb YbWzi fU[YX'hYa 'rc'a cj Y'rc'U'byk 'fc`Y"


This is discouraging news because it means that many employers are not considering how the company will continue to grow in the future through its employees. On the bright side \ck Yj Yfz\][\`dYfZcfa]b[`Ya d`cnYg'hf]j Y'cb`VY]b[`UV`Y'rc`]a dfcj Y'UbX [fck "Gcz]b'h.]gghYd'nci f'ZcWg]g]cb`\Y'd]b[`hY'Ya d`cnY'rc' Vcb]bi Y'rc` [fck z`YUfbzUbX`Vcb]Vi hY'rc'hY' cf[Ub]nUh]cb"

You can accomplish this through any of these open-ended questions:

- » K \Yb`]hVza Yg'rc'nci f'k cf_zk \Uhg]cbY'h]b[`nci `k ci `X` like to improve on or something that you could do better if you had more training or practice?
- » What are your strengths and how do you apply them on the cV3
- » What are two or three ways you think you can (or would like to) grow in this role?
- » If the response is something "personal" ask them about it; you may gain insight into what they are passionate about.)
- » What would you like to learn about the business?
- » Are you interested in moving to another department to learn more about the business?

It is important for managers to provide employees with U'gybgY'cZWc]W" `b`Xc]b[`gc`znci `VfYUHY`Ub`Ybj]fcb`a`Ybh that encourages employees to take ownership of their work UbX`Vcb]Vi h]cbgzk \]W`]b`h`fb`\Y`dgtc`a`cj`Y`h`Y`k`\c`Y` cf[Ub]nUh]cb`Zcfk`UFX"

Znci `UFY`Ub`Ya`d`cnY`fYUX]b[`h.]g`Ufh]VWzVY` accountable for your own development by telling your a UbU[Yf'nci f' [cU'gzUg_]b[`Zcf`gdYVY` WYUfb]b[`cddcfh`b]h]Yg` `Vch`k`]h]b`hY`cf[Ub]nUh]cb`UbX`ci`hg]XY`cZ]h`UbX`]b_]b[` what you want to learn and accomplish to the success of the cf[Ub]nUh]cb"

Performance reviews shouldn't be a daunting process but fUh.Yf'dUfh]cZUb`cb[c]b[`Vcb] YfgU]cb`h`Uh]df]cf]h]nYg[fck`h` UbX`XYj`Y`cda`Ybh` `Vch`Zcf`hY`cf[Ub]nUh]cb`UbX`Zcf`hY` individual. When you take this "forward looking" approach to dYfZcfa`UbW`fYj`]Yk`g`znci`k`]`g`Y`nci`f`Ya`d`cnYg`VYVza`Y` YbYf[]nYX`rc`hU`Y`cb`bYk`fYgdcbg]V`]h]Yg`UbX`Vcb]Vi`hY`rc`hY` cf[Ub]nUh]cb`]b`bYk`UbX`]bcbj`Uh]j`Y`k`Uhg!`k`\]W`]g`V]h]VW`Zcf` survival in the 21st century. 

About the Author

Dr. Nanette Miner is a leadership development and workplace-learning
expert and author of the book [The Training Doctor](#)