

5 MISTAKES MANAGERS MAKE

when conducting

Performance Review Conversations

(And What They Must Do Instead)

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Let's face it,

Performance review conversations

can end up being

nerve wrecking affairs

(for managers and team members alike)



Let's face it,

Performance review conversations

———— can often leave behind ————

broken, disgruntled team members

———— in their wake ————



But it shouldn't be so, right?



Performance review conversations should be:



About how the team member can **rise to a higher level of performance**



Part of an **ongoing** performance improvement **process** between manager and team member

(not a novel or extraordinary event)



So, how does **this** end up leading to **this**?



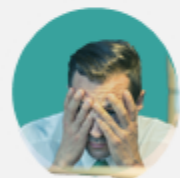
The team member rising to a higher level of performance



An ongoing performance improvement process



A nerve wrecking experience



Broken, disgruntled team members

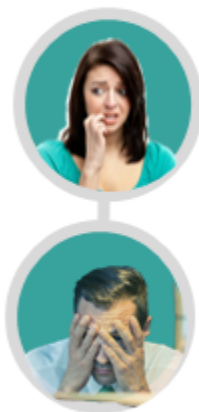
It shouldn't, right?

Here then are

FIVE MISTAKES

managers make when conducting
performance review conversations

that end up leading to this



1

ACTUATE

The manager

ignoring the environment

of the performance review conversation

The manager resorting to:



Yelling



Insults



Taunts



Threats



And little, if any, positives

In other words

Conducting the
performance review conversation

in an
environment

that is →

TOXIC



Consequently,

An antagonistic **confrontation** that



Does nothing to change the team member's performance



Leaves team members disgruntled, disheartened and looking to quit

Instead,



— Ensure that the —
performance review conversation

— is conducted in an —

environment

— that is —

open and friendly

“

There is little success where there is little laughter.

Andrew Carnegie (Entrepreneur)

”

Ditto for the performance review conversation



2

ACTUATE

Many managers like the sound of their own voice

**Blah, blah, blah, blah,
blah, bah, blah, blah, blah,
blah, blah, blah.....**

In other words

———— They make the ————
performance review conversation

a monologue



Consequently,



Team members

Feel unheard and undervalued



Managers

Design ineffective plans to improve team member performance

Instead,

—— Make the ——
performance review conversation
A DIALOGUE



(Request your team member's inputs
at every stage of the conversation)



Aim to let your team member speak

for at least

60%

of the time





“

At the core of every successful conversation
lies the free flow of relevant information.

”

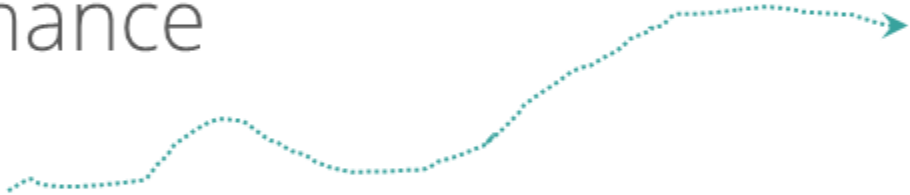
Kerry Patterson, (Author)

Ditto for the performance review conversation

3


ACTUATE

Have you known something like this
happening during a performance
review conversation?





**AND YOU ALSO DO NOT
HAVE THE PULSE OF
THE MARKET**



**BOSS, WHAT ARE YOU
TALKING ABOUT? NOTHING
OF WHAT YOU HAVE SAID
IS A FACT. THIS IS PURE
SPECULATION.**



4:17 / 7:57



ACTUATE

In other words

The manager

basing assertions on:

inadequate and unverified **DATA**

speCU**LAtion**

HEARSAY

The perfect recipe for...



... an argument
that could derail
the entire performance
review conversation

(needlessly)

Instead,

Gather **concrete** data on

Performance

Poor behaviour

Undeveloped skills

Verify your data to ensure that it
stands up to scrutiny





Two questions every manager must ask themselves:

- How do I know that is true?
- Will my assertion stand up to scrutiny in a court of law?



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4

ACTUATE

Any surprises that...

... a
conversation
like this
one...



... will mostly lead to team members wanting no more of this manager?



People want to know
that **they are valued**
as people.

Not viewed merely as
production
units



([Research](#) confirms this too.)



If there is a genuine reason behind your team member's underperformance

empathise with them

Remember,



EMPATHY

is the bedrock of a trusting and productive manager - team member relationship.

“
To handle yourself, use your
head. To handle others, use
your heart.
”

- Eleanor Roosevelt



5

ACTUATE

Reacting in kind to negative reactions from team members



Consequently

Needless arguments

Fractured relationships

Wasted time

Sub-par developmental plans

Remember,

So, what to do instead



The objective of the performance review conversation:

to help your team member get better.

For that

They must be in the right state of mind to listen to you.

So, choose actions that will lead to the situation diffusing, for now.

Address the team member's outburst, later.

Else, your inputs will fall flat.

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Inspiration

“

The best fighter is never angry.

”

- Lao Tzu



ACTUATE

A quick recap of the five mistakes managers make and what they must do instead

Mistakes, Managers Make

1

Conducting the performance review in an environment that is toxic

2

Make the performance review a monologue

3

Basing assertions on unverified data, speculation and hearsay

4

Failure to display empathy

5

Reacting in kind to negative reactions from the team member

Performance Review Best Practices


Ensure an open, friendly atmosphere for the performance review conversation

Aim to get your team member to speak at least 60% of the time.

Gather and verify data on performance, behaviour and skills.

If appropriate to do so, display empathy

Diffuse the situation for now; deal with the negative reaction later

A person in a yellow shirt and blue shorts is rappelling down a rock face. The background shows a clear blue sky and several jagged rock peaks in the distance. The overall scene is bright and clear.

“Performance should be an expectation of employment and it is the leaders’ job to create an environment where maximum performance is possible.”

Rob Burn

Truth be told, there are many more
mistakes that managers make

We've discussed **five here in the interest of **brevity**.**

For a more detailed treatment of this subject, please refer to our micro-video format course titled:

The Champion Formula:

Giving and Receiving Performance Feedback

[Preview Course](#)





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