

Ask any employee if they want feedback on their performance, and most will say "yes." Ask those same employees if they actually *get* useful feedback, and most will say "no." When employees want to improve and do a great job, we often make it harder, not easier, for them to do that.

So how can we write and deliver performance reviews that actually improve performance?

Your employees want to do well – if they do not, then maybe they should not be your employees. Part of doing well means getting effective feedback, but for many leaders, providing honest feedback that can really improve performance is an uncomfortable thing to do. Our goal in this class is not only to teach some useful feedback skills, but also to make leaders more comfortable delivering that feedback.

WRITING EFFECTIVE PERFORMANCE REVIEWS

What do you focus on when you write a performance review? For many of us, the emphasis is on past performance. The real benefit, though, comes from figuring out what you need from that employee in the future and what it will take for them to deliver it. We will discuss how to write a review that emphasizes an employee's future contributions, and examine good and bad examples of performance reviews to understand what works, and what doesn't.

HAVING THE CONVERSATION

For many of us, providing feedback is an uncomfortable task. Many leaders say that is the worst part of their job. Most employees want feedback, though, so we should find a way to make this an easier discussion for everybody. We will examine some proven methods of conducting feedback sessions, and practice how to deliver both the good news and the bad.

INFORMAL FEEDBACK

A performance review every 6 or 12 months can be useful for looking ahead, but what about making corrections in the moment? Telling someone how they need to improve a few months after a project is done is not going to help them do that project. Regular, informal feedback can have a greater impact than a formal process, and we will discuss how to make that important feedback happen.

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