Annual Review

TRANSMISSIE

TRAINING
ADVIES

Merus

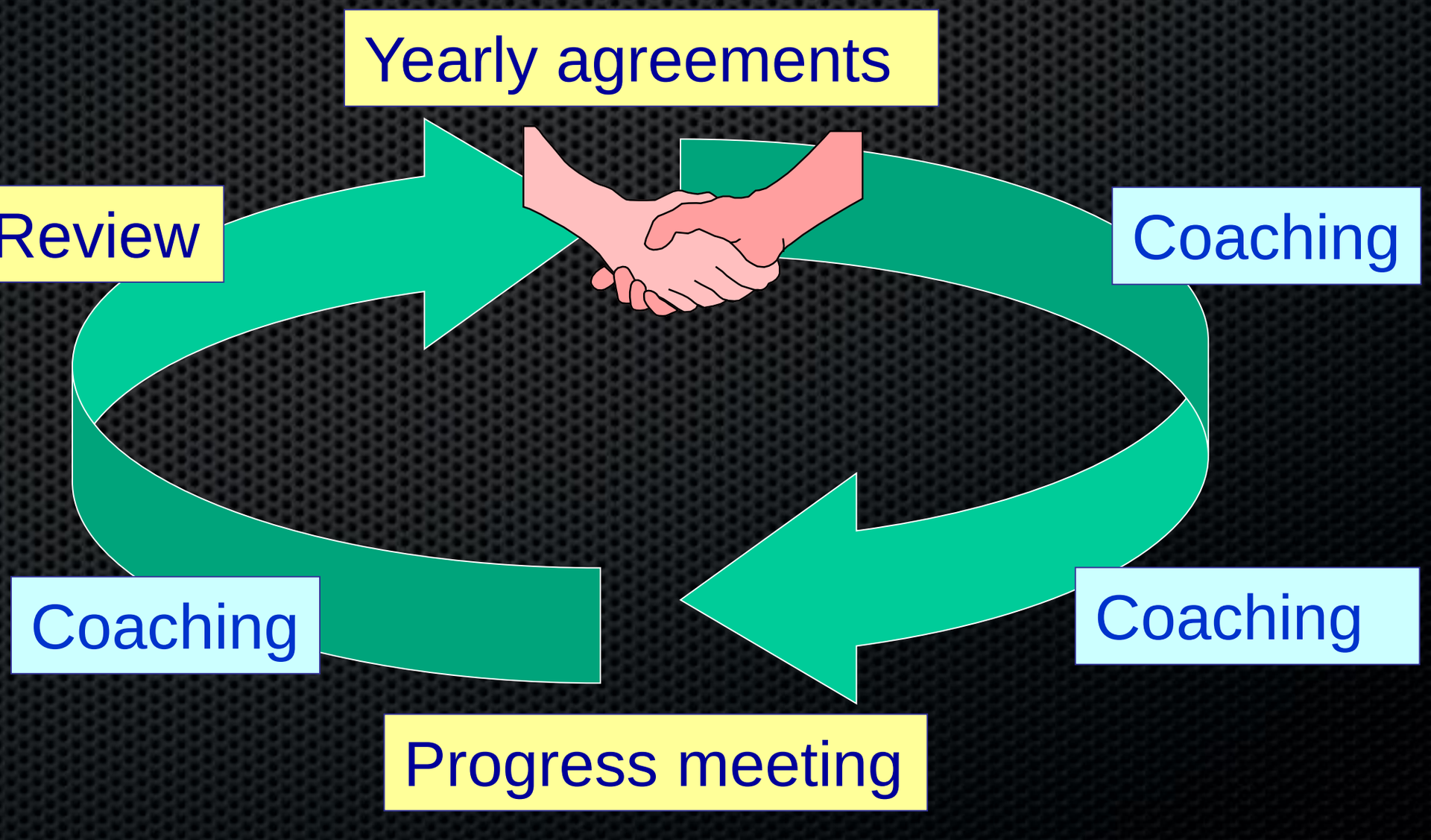
Jan Jacob de Groot

Judgement errors

Halo

Horn

Annual Review-cycle



Annual Review-cycle

policy

job profile

last Review

indiv. ambitions

Yearly agreements

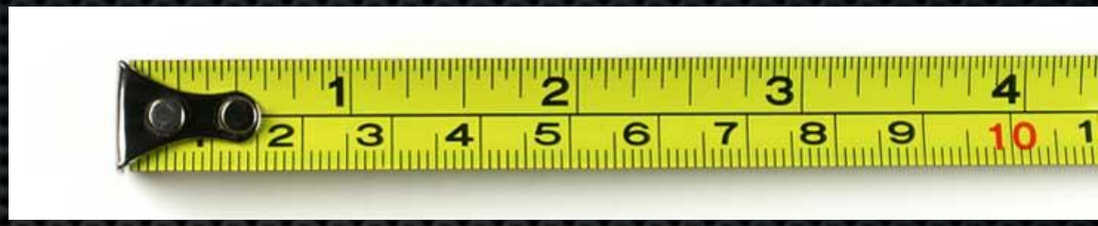
Annual Review

Coaching

Coaching

Coaching

Objectives

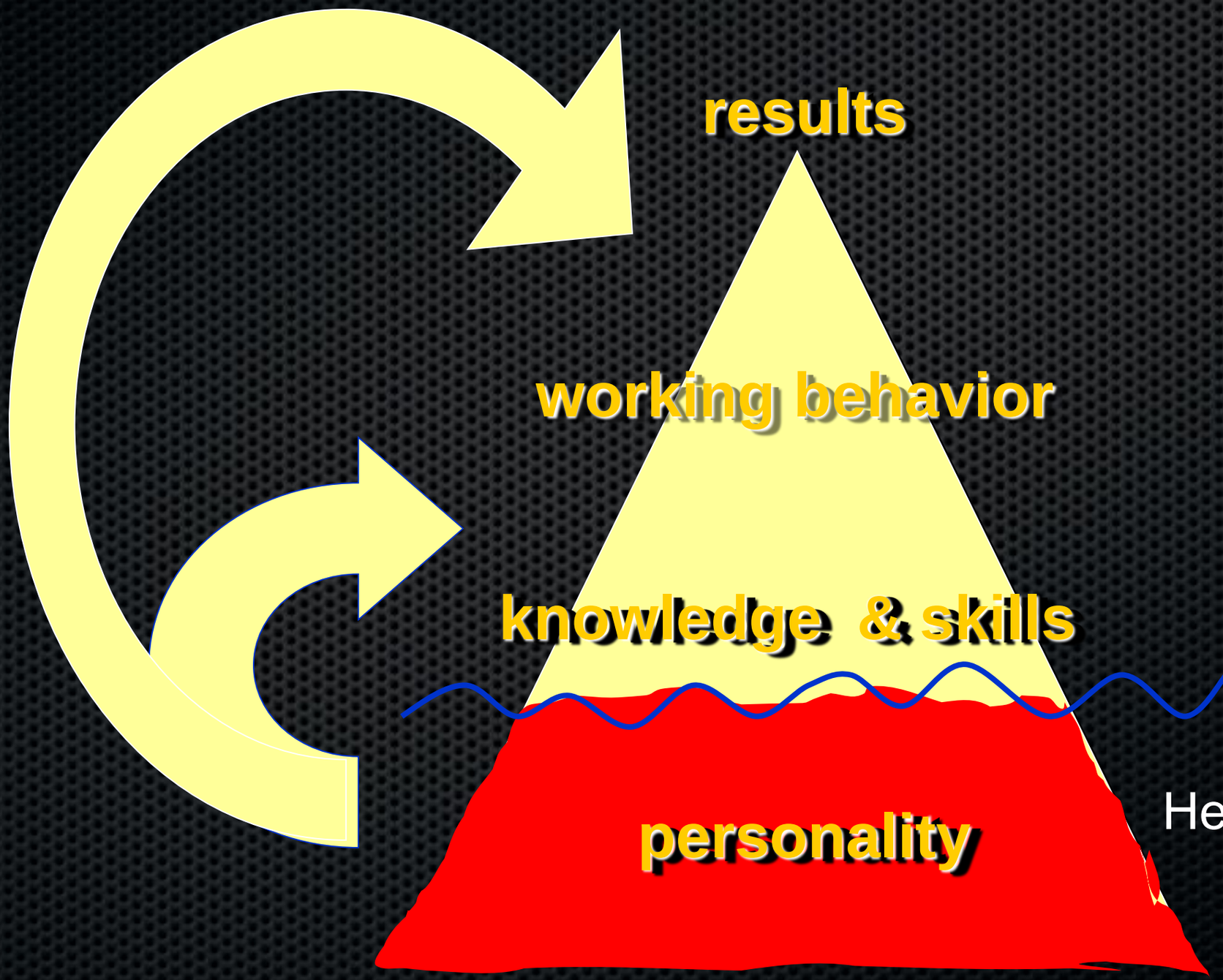


Performance Doing the right things right

Potential Talentmanagement, development, career, training etc.

Pleasure Motivation, recognition, rewards

What can be evaluated?

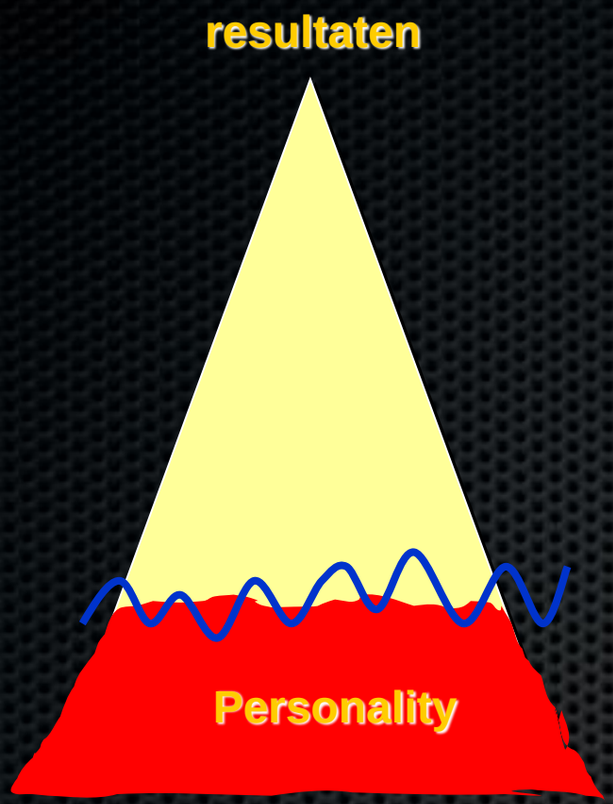


He knows / he can

He is ……

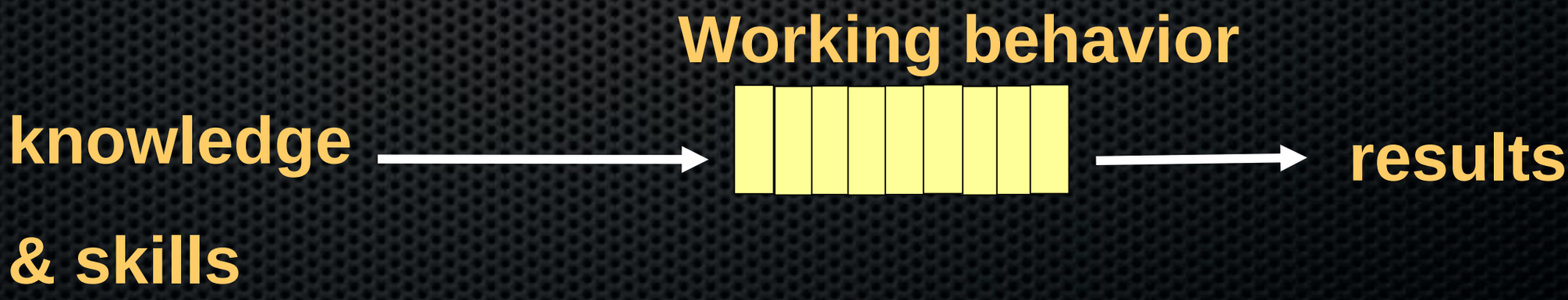
- creative
- lazy
- a teamplayer

What can be evaluated?



Visible and/or measurable?

- **S**pecific
- **M**easurable
- **A**cceptable
- **R**ealistic
- **T**imebound



Agreements

We keep working on improvement of communication

Acts as project manager

Prepare experiments efficiently

……pick up the flow of last year….

Data assessment belongs to your responsibility

Elaborate the consequences of your proposals

Developing yearly agreements

1. What are the most important (clusters) of resultat areas?
2. Per cluster: what are requirements

Cluster 1	Cluster 2	Cluster 3	Cluster 4
• req. 1	• req. 1	• req. 1	• req. 1
• req. 2	• req. 2		• req. 2
• req. 3	• req. 3		

- **When does employee do this well?**
- **How can you see that employee is succesful?**

Tool for SMART agreements

Exercise

- Interview your collegae about his/her objectives regarding one job-element
- Explore visible success: When do you call it a success, when are you satisfied, how visible is that?
- Make notes of the concrete output of your interview

Ria teaches Tom to inject mice

Make this assignment SMART

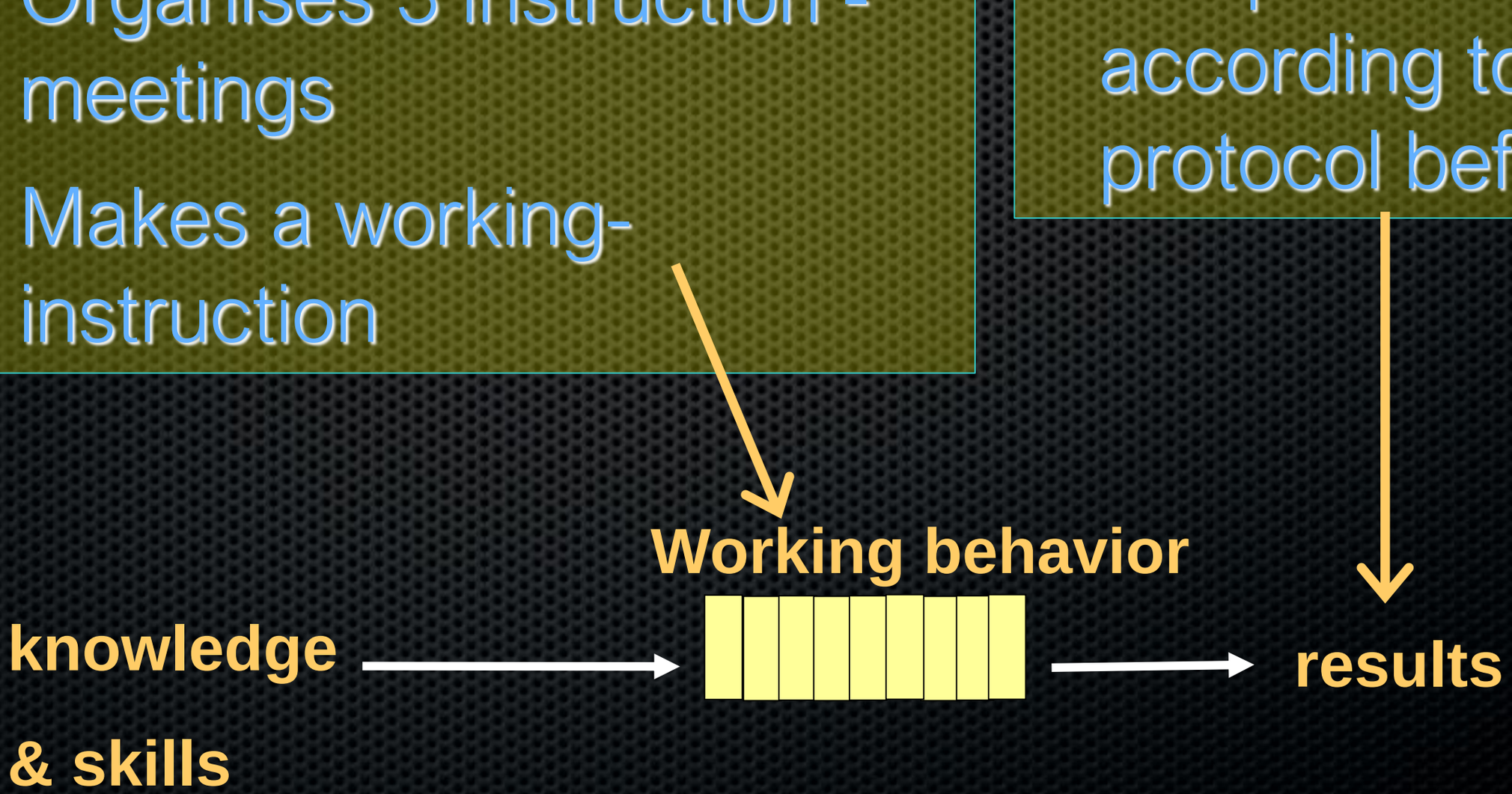
- **S** pecific
- **M** easurable
- **A** cceptable
- **R** ealistic
- **T** imebound

- **When is Ria successful?**
- **How do you see that Ria did a good job?**

Ria teaches Tom to inject mice

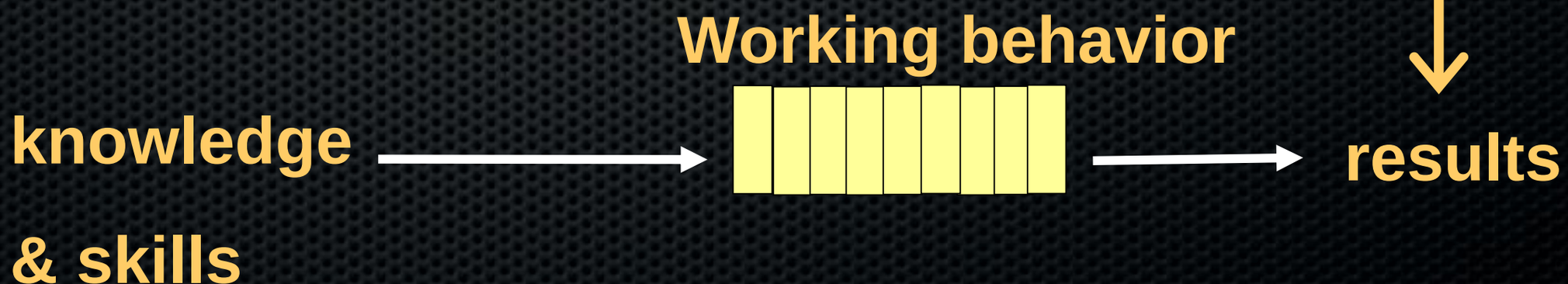
- Makes an instruction plan and works according
- Organises 3 instruction - meetings
- Makes a working-instruction

- Tom will be capable to injecte mice independently according to protocol before 1/5



Ria teaches Tom to inject mice

- Tom will be capable to injecte mice independently according to protocol before 1/5



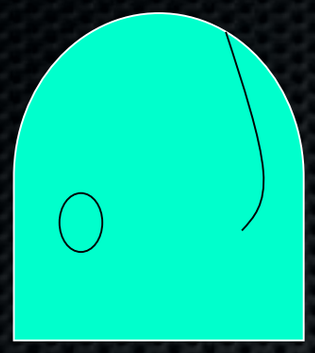
Annual Review

Head

Body

Tail

Opening of the meeting



Small talk

Clarity on

- Objective *Looking back and forward*
- RoI expectations

  I will evaluate your results & developmnt; you react
- Agenda (procedure)

  Time available

The body of the meeting

Per agreement / competence

1. Repeat agreement / competence

A

2. Give your score
3. Wait for reaction
4. Summarize reaction

B

2. Employee, how do you feel about this item?
3. Give your score

The body of the meeting

1. Repeat agreement
2. Give your score
3. Wait for reaction
4. Summarize reaction

is positive

is negative

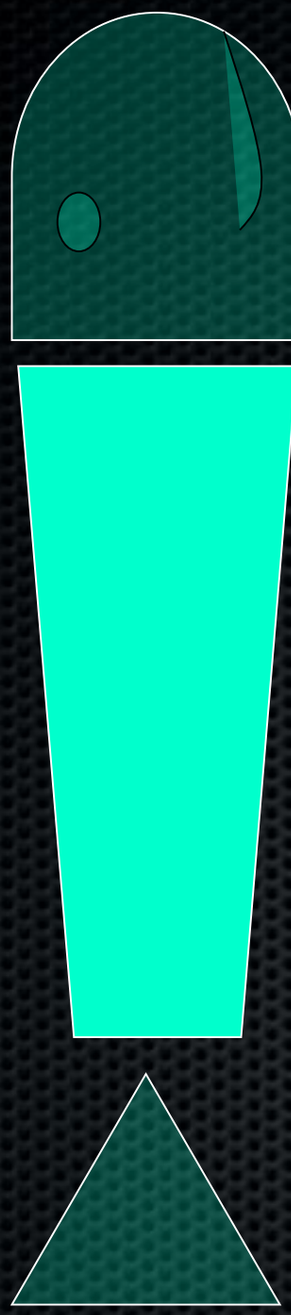
Questioning when positive score

- How do you explain this success?
- What do you like about this task?
- How do you see the future of this task
- What challenges do you see with this task?
- Where can we use this success (competences) in other areas?
- What was still difficult?
- How can we increase this success?

Successful people don’t have necessarily more strenghts but:

- Spend more time on their strenghts
- Emphasize on developing their strenghts, but control their weaknesses. (prevent failure)
- Use their strenghts to compensate weaknesses
- Think how to apply their strenghts in new situations

The body of the R&O-meeting



1. Repeat agreement
2. Give your score
3. Wait for reaction
4. Summarize reaction

is negative

What reactions do you hear after you have given a negative grade / feedback?

What reaction(s) would you prefer to hear ?

Reactions on a negative appraisal

Co-worker agrees non-conformity

yes **no**

Co-worker agrees importance agreement

yes

no

analyze solutions agreement

example

Show impact of non conformity

Reaction: “Yes, but, that’s because of….”

Co-worker agrees non-conformity

Co-worker agrees importance agreement	yes	no
yes	analyze solutions	
no		

agreement

“Yes, but…that’s because of…..

- So you agree …… and you tell me it is caused by …….
- Besides this cause, do you see any other causes?
- May I add another possible cause?
- What is the most important cause?

“Yes, but…that’s because of…..

- What solutions do you see?

Let’s first think, than assess

- Do you see any other? My suggestion is…
- What (dis)advantages do you see for option 1, 2, 3

- Make a SMART agreement

“I think I do this very well !”

- So you don’t agree that you did not perform according agreement …. I will give you an example.
- Agrees? → Look for causes
- No agreement? So you don’t recognize this example….so I will give you another example (max 3 examples)

“I think I do this very well !”

- In case of no recognition:

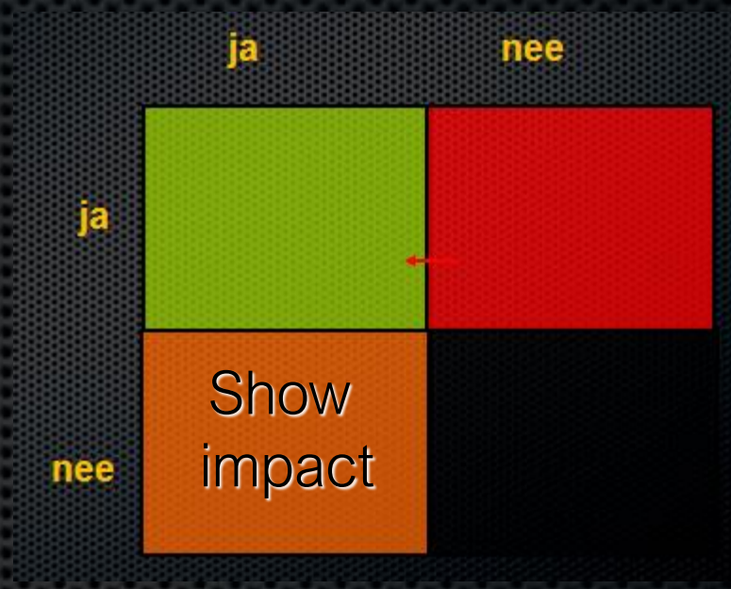
You don’t recognize my examples, but you think the agreement is important. We will confirm the agreement, I will monitor.

Reactie: “I’m not a saint”

Co-worker agrees non-conformity

Co-worker agrees importance agreement	yes	no
yes		
no	Show impact of non conformity	

“Iedereen maakt wel eens fouten”

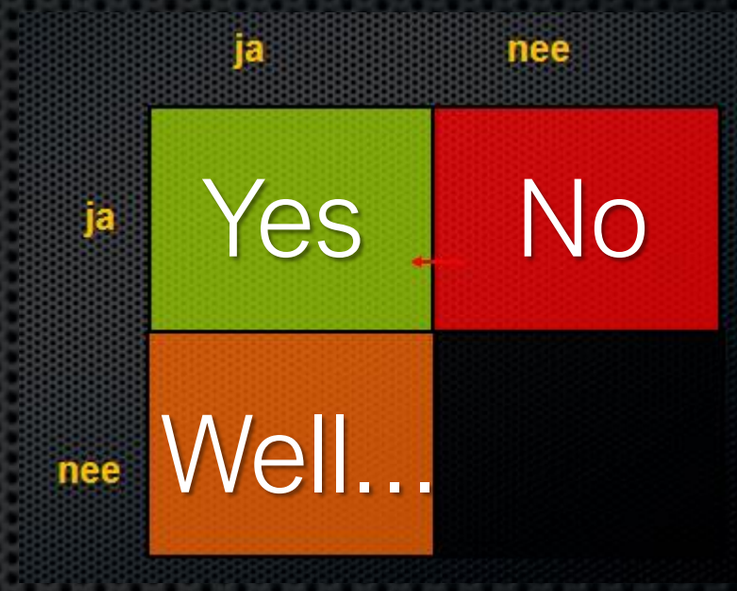


- Do you see the importance of this agreement?
- I will tell you why I think this is important…. If we don’t do this conform agreement than…

Possible reactions

1. Yes, but I tried my utmost
2. This, I had never expected
3. I've already thought about this,and I'm going to solve this
4. Liz (my former manager) praised me on this
5. That's not my fault
6. I was too busy
7. Did you speak to Bill about this? He always gives me compliments on this.
8. Who complained on this to you?
9. Everyone makes mistakes, isn't it?
10. How could I solve this?
11. But you did not support me enough !!

Difficult reactions: no – well – yes?



1. How do you know
2. You do’n’t do it either !!
3. Have you ever done this task yourself?
4. John does it similar as me, but he has a grade “good”
5. How should I have done it, instead?

The tail of the review

Give your overall assessment

Summarize the agreements made

Small talk;

- satisfied with the review?