Get ready by reflecting on the year, brushing up on feedback skills, and thinking about the year to come.

Search all PEx resources for staff and supervisors.

**Recommended resources**
- Get ready to discuss development in a REAL conversation
- Tips for receiving feedback in a REAL conversation
- Performance Feedback Lab Workshops
- Virtual Performance Conversations: best practices
- Special considerations for rating during Covid-19

*Note: help more REAL conversations occur by sharing these resources with your colleagues, team and supervisor.*

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Start by acknowledging the context we are all in and connect with your team member as a human being.

Talking points here could include:
- This is a different time! Your work has changed in these ways...
- What’s been most fun and most challenging for you recently?
- Today, like other years, we will talk about accomplishments, growth and goals for next year.
- Without merit increases, we can focus more on development.
- 75% of the review is based the year up to March and 25% is based on work during Covid-19.
- Your rating and our discussion will reflect the entire year.
- What questions can I answer at this point?

Deliver your prepared performance review, then pick a few questions below to pivot into a true dialogue.

- What accomplishments are you most proud of this year?
- What motivates you about your work?
- How do you prefer to receive feedback and/or recognition?
- What skills do you have that you believe are currently underutilized?
- What do you hope is true about your career in two years?
- What do you think is your biggest challenge next year? How are you preparing for it?
- What do you think is our team’s biggest challenge next year?
- As your manager, what’s one thing you think I should stop, start and continue?
- In what environment do you work best?

Close out by focusing forward on growth and development. An ideal development discussion ends with development goals that match the team member’s needs and interests, and support the team’s success.

Examples of non-monetary development opportunities include:
- Online courses or certifications
- Stretch projects – new function, and/or larger responsibility for planning and decision-making
- Cross-functional or -team projects
- Access to a peer or senior mentor
- Participation in senior meetings or committees
- Explicit permission to use time for learning/skill expansion
- Networking opportunities (associations, affiliation groups)

*Note: to capture, use a development plan template or enter goal in myHR Learn.*
REAL WORKSHEET
Performance Excellence year-end conversation
Supervisors can make it REAL

Print this page for each team member and use the boxes below to write your key notes and talking points

Reflect
Empathize
Ask questions
Look ahead

Northwestern