

# 2018 ANNUAL PERFORMANCE REVIEW





# PERFORMANCE REVIEW PROCESS

## OVERVIEW AND TIMELINE

All Whaleppers worldwide will participate in the evaluation process.

The process will include:

- Distribution of evaluation forms and self-evaluation by the Whaleppers & Filling out of the Whalepper evaluation form by the managers - **February 11<sup>th</sup> - March 5<sup>th</sup>**
- 1X1 feedback sessions - **March 5<sup>th</sup> - March 25<sup>th</sup>**
- Evaluation Process conclusions - **March 26 - April 1<sup>st</sup>**

# WHY DO IT

- To strengthen the dialog between the manager and his employee.
- To improve employees' performance, so they will be able to evolve and prosper in their position.
- To define objectives for the employees, and to make sure the employees understand what is required from them in order to fulfil their position in the best way possible, and by that, to contribute even more to the success of the organization.
- To create a unified organizational language (organizational culture) and to connect the employees to the organizational values and targets.

# HOW TO DO IT RIGHT

1. Preparing yourself in advance and encouraging the employee to be active in the process:
  - Reviewing the past year performance: tasks and projects
  - Focusing on 2-3 main issues/objectives for the conversation
  - Prepare yourself in advance for possible resistance, and the emotional dimension in the conversation
2. During the conversation:
  - Dialog- letting the employee start the conversation- openness, flexibility, listening
  - Focus- making sure the messages and the progressing of the conversation are in line with the desired goals.
  - Making sure the employee understood the messages – in a mutual summary (“what do you take from this conversation...”)
  - Use the **sandwich feedback method** - praise followed by corrective feedback followed by more praise.
  - It’s important to be descriptive and give examples.
3. At the end of the conversation:
  - Document the meeting summary and save it for future use, if and when needed

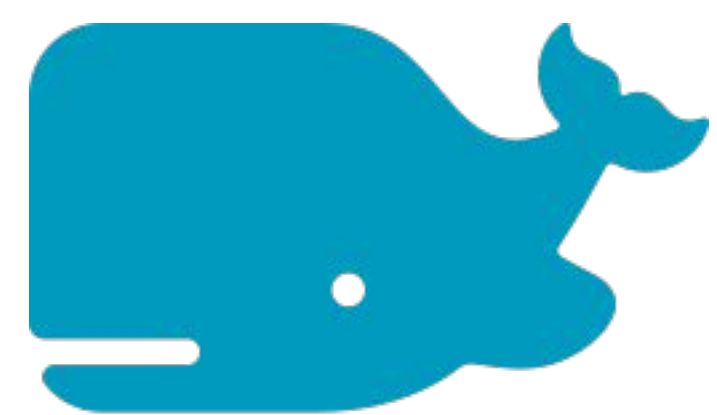
# HOW TO DO IT RIGHT

## MORE ABOUT HOW TO CONDUCT THE SESSION

- There should be open and pleasant atmosphere.
- Opening: Purpose, Process, Mutual.
- Self-Assessment
  - Ask, "What achievement are you most proud of?"
  - Or, "What did you do that made a difference?"
  - And, "What did you learn this year?"
- Your Appraisal
  - Explain each rating and provide examples.
  - Invite questions.
  - Discuss development needs and career plans.
  - Summarize and send the main message you want them to remember.
  - Express confidence and thank the person.

# WHAT SHOULD YOU AVOID

- Primacy and Recency effect
- The “Halo Effect”
- Giving feedback on personality characteristics instead of behavioral characteristics
- Being Judgmental instead of descriptive
- Communicating too many messages
- Referring to facts only/ ignoring the emotional dimension
- Lack of listening/openness for changes



WHALEAPP