

SHIFTING FOCUS: USING PERFORMANCE REVIEWS TO LOOK FORWARD, NOT BACK

Embracing today's organizational buzzwords like engagement, inclusivity, and humanism, requires us to rethink our performance evaluation systems—especially in academic medicine, a workforce of high-achievers.

Why do we even do performance reviews? It's such a waste of time!

Across the nation, there is a growing conversation about the effectiveness of performance reviews. People are more than just an arbitrary number on a scale. The roadmap for career advancement, and the metrics distinguishing great employees from less-than-stellar ones, can be obscure. Even worse, rote performance evaluations may reward all performance the same, causing further workforce issues. In scientific and academic communities, this is a shaky foundation for studying merit.

If done well, planned goal-setting meetings are one of the most significant contributors to employee engagement, job satisfaction, advancement and retention.

How Individualized Goal-Setting Meetings Impact Outcomes

Regular investment in coaching, career development, work focus and success strategizing can boost results for faculty, leaders and units. **Advantages include:**

- » **Aligning** views, goals and expectations to identify immediate next steps
- » **Clarifying** needs and aspirations to connect pathways to future aims
- » **Evaluating** barriers, systems and timing for change
- » **Increasing** retention by demonstrating employee value
- » **Leveraging** appreciative inquiry to normalize a feedback-rich, caring culture



Traditional Performance Review

- Conducted as an annual event
- Reviewer-led
- Rates past performance
- Reaction-based, not future-focused
- Relies on subjectivity and opinion
- Metrics may be limited or artificial
- Concludes with a rating and minimal follow-up

Modern Performance Review

- Incorporated into regular feedback conversations
- Two-way, active conversation
- Reflects on past to optimize future
- Coaches for impact, development and growth
- Collaborative, not judgmental
- Uses rich and real-time data
- Identifies next steps and an engagement plan



A ROADMAP *for* HUMANIZING PERFORMANCE CONVERSATIONS

Questions to Build Connections



LOVE

- »What parts of your work do you love doing right now?
- »What successes are you experiencing and how can I help you share them?
- »What is the best thing about the organization/unit?

SYSTEMS

- »How do you perceive workload, team processes and the work environment?
- »Are we losing efficiency in small or big ways? What ideas do you have to share?
- »Do you feel like the decisions and systems that directly affect you are equitable and inclusive?

ALIGNMENT

- »How can we better align our goals and efforts?
- »What makes you feel seen and valued at work?
- »What time, resources, etc. should we invest in to help you meet your goals?

VISION

- »What do you envision for your next career step? How can I help you get there?
- »In what ways should we be preparing for the future?
- »I see these talents, do you?

OPPORTUNITY

- »What professional development or relationships would be beneficial to you?
- »What kind of outcomes do you envision or dream about?
- »What is frustrating about this organization/unit? What ideas do you have to share?