

# PERFORMANCE REVIEW TOOLKIT: CONVERSATIONS FOR GROWTH AND SUCCESS



## What is a Performance Review?

A performance review is a structured conversation between a manager and an employee. It is a chance to reflect on past performance, discuss successes and challenges, and set future goals.

Done right, it fosters career growth, enhances engagement, and improves performance. Key outcomes include:

- Setting new SMART objectives
- Recognising achievements
- Addressing areas for improvement
- Clarifying expectations
- Building two-way communication and trust



## Wellbeing At Work - Mental Health Support

1.1

### For the Manager to Ask:

- How can we create a more open culture around discussing mental health?
- How can we promote mental health awareness across the organisation?

### For the Employee to Ask:

- What resources are available for employees who might be struggling with mental health issues?
- How can I approach you if I'm feeling overwhelmed or stressed at work?

## Wellbeing At Work - Physical Health

1.2

### For the Manager to Ask:

- Can we have more ergonomic assessments to ensure our workstations are set up correctly?
- How can we make wellness programs more accessible to employees?

### For the Employee to Ask:

- Are there any wellness programs or activities that the company offers to promote physical health?
- What steps can I take to improve my physical health and prevent work-related injuries?

## Wellbeing At Work - Feedback and Communication

1.3

### For the Manager to Ask:

- How can we improve communication within the team to reduce stress and misunderstandings?
- How can we ensure that feedback is clear and actionable to prevent misunderstandings?

### For the Employee to Ask:

- What is the best way to provide feedback on workload and stress levels?
- How do you prefer to receive feedback on your performance, especially related to workload?



## Wellbeing At Work - Professional Development

1.4

### For the Manager to Ask:

- Are there any training programs that focus on stress management and resilience?
- Are there growth opportunities you recommend for employees looking to advance?

### For the Employee to Ask:

- How can I better manage my workload to avoid burnout?
- How can I align my professional development goals with the team's objectives?

## Wellbeing At Work - Support Systems

1.5

### For the Manager to Ask:

- How can we ensure that everyone feels supported and valued in the team?
- How can we better identify and address personal issues impacting performance?

### For the Employee to Ask:

- What support systems are available for employees facing personal issues at work?
- What steps can I take to feel more supported by my team during challenging times?

## Job Position - Strengths

2.1

### For the Manager to Ask:

- What aspects of your role do you feel most confident in?
- Where do you think you have made the greatest impact?
- How do you feel your strengths align with the team's goals?

### For the Employee to Ask:

- What strengths have you noticed in my performance this year?
- How can I better leverage my strengths in my role?



## Job Position - Areas for Improvement

2.2

### For the Manager to Ask:

- Are there any challenges in your role where you'd like additional support?
- What skills do you feel need further development to enhance your performance?

### For the Employee to Ask:

- What areas of my performance need more focus?
- What steps can I take to improve or overcome current challenges?

## Job Position - Career Development and Ambitions

2.3

### For the Manager to Ask:

- What are your long-term career goals, and how do you envision your role evolving?
- How can I support your career growth within the organisation?

### For the Employee to Ask:

- What steps should I take to advance my career within the company?
- Are there opportunities or projects that could align with my career aspirations?



## Job Position - Training and Development

2.4

### For the Manager to Ask:

- Are there any specific training programs or skills that would help you excel in your current role?
- How can we support your learning and development to achieve your goals?

### For the Employee to Ask:

- What training opportunities do you think would be most beneficial for my growth?
- What skills should I focus on developing to advance in my role?

## Job Position - Collaboration and Communication

2.5

### For the Manager to Ask:

- What aspects of our working relationship do you find most effective?
- How can I improve in supporting your goals and fostering better communication?

### For the Employee to Ask:

- How can we enhance collaboration in our team?
- Are there ways I can contribute more effectively to our goals?

## Commitment

3.1

### For the Manager to Emphasise:

- How do you demonstrate commitment in your role, and how can we support this further?
- What initiatives can you take to deliver exceptional outcomes for clients?



### For the Employee to Reflect On:

- How can I align my work with the company's commitment to advancing health?
- What steps can I take to exceed expectations and drive innovation?

## Respect

3.2

### For the Manager to Emphasise:

- What steps can we take to build stronger trust and long-term partnerships within the team?
- How do we ensure transparency and accountability in our processes?

### For the Employee to Reflect On:

- How can I contribute to a culture of kindness and mutual respect?
- Are there any ways I can enhance collaboration and strengthen team dynamics?

## Summing Up the Last Year

4.1

### For the Manager to Ask:

- Reflecting on the past year, what went well, and what could have been done differently?
- What achievements are you most proud of, and what lessons should we carry forward?

### For the Employee to Ask:

- How would you summarise my performance over the past year?
- Have I met the goals set last year, and what could be improved moving forward?



**Spark Meaning Conversations:** These questions are designed to encourage a meaningful and productive conversation between the manager and employee during a performance review, providing clarity on strengths, areas for development, and future goals.

# Space for Your Thoughts

