



PRIOR TO THE PERFORMANCE DEVELOPMENT DISCUSSION

THE EMPLOYEE'S BOOKLET

This booklet is designed to help you prepare for the performance development discussion. See the discussion as a formal support mechanism for both parties to establish a basis for sustained development.

Date of the performance development discussion:

Time:

Place:

Employee:

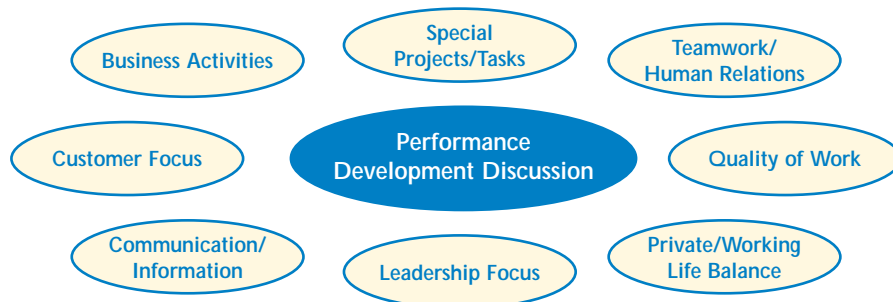
Manager/Leader:



Prior to the Performance Development Discussion – The Employee's Booklet

This employee's booklet is designed as a support tool for the successful execution of an interim or end of cycle performance development interview or discussion. A successful performance development discussion requires a dialogue where both the manager and the employee each have both responsibility for and commitment to positive and constructive outcomes. The discussion dialogue should concern any broad enterprise issues that need to be discussed, relative performance against specific objectives that have been set and personal development targets and progress. Ideally you should work your way through the booklet quietly and calmly. Ensure that a time and place have been booked in your diary for the performance development discussion.

Overall view: Think about the following factors that in varying degrees of importance, are all significant in your work. Which of these factors are most important to you?



Describe the key tasks in your work:

Is there anything from a previous appraisal discussion that needs to be taken up and further discussed?

	Totally agree						Do not agree at all
During the past year, I have been pleased with my working situation concerning my tasks and the pleasant atmosphere. <i>Put your grade in the scale.</i>	1	2	3	4	5	6	7

What are you particularly pleased with?

What are you less pleased with?

Think about the past year up until the present time. Think about your own performance and levels of competency that you have demonstrated and use the chart to the right to indicate where your strengths and development needs might lie in your opinion.

"I am good at this" (strengths)	"I can improve this" (development needs)

You can enhance the performance development discussion by filling in the profile/analysis below. The result will provide thoughts and openings for a useful two-way dialogue. Avoid being overly defensive about your answers and be as honest as you can. In all improvement work, it is important to look both at the present situation and at past experience in order to find ideas for the next stage – action for development.

Evaluate the following statements as you understand *yourself* to be

Able to:	Not so good					Very good	
Take initiative	1	2	3	4	5	6	7
Be responsible and accountable for own tasks/goals	1	2	3	4	5	6	7
Be team oriented	1	2	3	4	5	6	7
Be capable of being innovative	1	2	3	4	5	6	7
Make effective new suggestions	1	2	3	4	5	6	7
Handle change	1	2	3	4	5	6	7
Meet customer needs	1	2	3	4	5	6	7
Provide the manager with feedback	1	2	3	4	5	6	7
Search efficiently for information/data	1	2	3	4	5	6	7
Develop skills and learn from mistakes	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7

Evaluate the following statements as you understand *your manager/leader* to be

Able to:	Not so good					Very good	
Provide relevant information	1	2	3	4	5	6	7
Set clear working goals	1	2	3	4	5	6	7
Give praise, support, feedback	1	2	3	4	5	6	7
Be creative/innovative	1	2	3	4	5	6	7
Apply fair controls	1	2	3	4	5	6	7
Appropriately handle conflict	1	2	3	4	5	6	7
Show enthusiasm and to be a driving force	1	2	3	4	5	6	7
Communicate with clarity	1	2	3	4	5	6	7
Be visionary, oriented towards the future	1	2	3	4	5	6	7
Be available/accessible to employees	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7

Note in advance 3-4 overall areas that you know are important for you to take up during the performance discussion.

With the support of the analysis set out on pages 2 and 3 of this booklet, it is now time to think about the future. Write down your important questions and thoughts that you would like to discuss/explore with your manager.

The company/organization	My department/team
The working environment	Regarding my own personal needs
The manager/leader	Own skills/training
Other areas – finance, admin, technology, organization etc.	If you were to look two years ahead, which major working tasks would you like to have?

Evaluate the performance development discussion

Each party can use the Janus Performance Management System tailored competency assessment to generate an output report, make an evaluation, and to then discuss the similarities and differences in views.

	Totally agree					Do not agree at all	
We were both open and honest	1	2	3	4	5	6	7
The discussion helped my continued development	1	2	3	4	5	6	7
We listened actively to each other	1	2	3	4	5	6	7
We have been constructive during the interview	1	2	3	4	5	6	7
The atmosphere has been pleasant and positively focused	1	2	3	4	5	6	7

Did I succeed in putting forward what I wanted during the discussion?

Summarize and draw up a joint action plan in the Instructions Booklet.