




RATING	
5	Outstanding
4	Above Expectations
3	Meets Expectations
2	Below Expectations
1	Unsatisfactory

MAKING THE MOST OF EMPLOYEE REVIEWS

A photograph of a person's fingers resting on a document titled "Employee Performance Evaluation". The document contains a certification statement and a form with fields for "Full legal", "Last Name", "First", and "Middle".

Employee Performance Evaluation

By signing and submitting Employee Performance Evaluation, I certify that this application is complete and all information provided is true and accurate and contains no willful falsifications or misrepresentation. I understand that falsifications, representations, or omissions may disqualify me from consideration to this position. I hereby authorize responsible person to contact current and previous employers for verification, conduct a background investigation, and check my driving record.

Full legal	Last Name	First	Middle
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Employee reviews are opportunities to encourage staff members, discuss their performance development, and set new goals. They should be arenas for motivating coaching techniques and constructive feedback.

Yet employees often dread and resent these evaluations because they're infrequent, subjective, and one-sided. Old-school annual reviews fall into this category, and managers who use this format are shortchanging themselves and their direct reports.

But companies that ground their assessment system in a vibrant, supportive **workplace culture** can generate win-win outcomes.

Using Work Culture to Facilitate Employee Reviews

A company's culture is composed of its staff's everyday **behaviors**. To create a high-performing culture. Leaders should identify behaviors that will empower their people to maximize their potential. Then by modeling and teaching these behaviors, everyone will have the same "playbook" and expectations about performance and **accountability**.

In the review process, managers can effectively coach and provide feedback using behaviors as a springboard for thoughtful two-way discussions. They can be more objective since both parties will come to these meetings with a mutual understanding of these behaviors. This alignment allows managers a better opportunity to maximize the learning experience and offer tangible pathways for improvement.



The Behaviors that Lead to Success

Multiple behaviors combine to form workplace culture, and they impact different aspects of a company's operations. When determining the behaviors they want their team members to display, leaders should consider three areas:

Personal work ethic

How employees approach their jobs

Teamwork

How employees interact with coworkers

Service

How employees interface with customers

Below are some of the behaviors outlined in the **CultureWise® system** that can help companies develop their staff members. Managers can use them as topics to frame specific projects or goals. They can also be the genesis of open-ended questions asking direct reports for self-assessment. Examples of topics to discuss are listed beneath each behavior.

By grounding reviews in behaviors specified by the company's culture, managers provide both parties with the framework for a productive, positive dialogue.

Personal Work Ethic Behaviors

Honor Commitments

Topics to discuss:

- Key deliverables that employee performed in a timely manner, despite challenges.
- Are there any obstacles preventing employee from following through with work commitments?
- Prioritization

Take Ownership

Topics to discuss:

- Examples of employee showing initiative and being resourceful.
- Is it ever unclear who should 'own' a project or deadline?
- Brainstorm about finding ways to make things happen.



Be Relentless about Improvement

Topics to discuss:

- Status of current processes and how they could be made better.
- How can employee rise above their own or the team's complacency?
- Why doing things faster and more efficiently gives the employee an advantage.

Team-oriented Behaviors

Collaboration

- How, when, and why does employee share information with coworkers and vice versa?
- Are there times when employee feels the team is not in sync or at odds?
- Examples of finding better solutions when people work together.

Practice Blameless Problem-solving

- Identify lessons learned from a recent problem and how employee can use them to improve.
- How to demonstrate a solution focus.
- Does employee feel people are performing this behavior in their department?

Speak Straight

- Does employee feel comfortable sharing ideas and opinions?
- What is the difference between being candid and critical?
- Examples of speaking honestly to move things forward in a positive way.

Behaviors Focused on Customer Service

Walk in Your Customers' Shoes

- How does seeing things from a customer's perspective helps them anticipate and meet their needs.
- Discuss ways to make working with them/company easier for customers.
- Techniques to determine customers' challenges and frustrations.



Do What's Best for the Customer

- Discuss putting customers' needs ahead of our own and how that builds company reputation.
- Talk about win-win solutions.
- Review situations and outcomes to learn and improve.

Deliver Legendary Service

- Talk about recent service incidents and what made them exceptional.
- Discuss the big and small ways to make every customer interaction stand out.
- Ask for examples of how employee can deliver real and unique value to customers.

Employee Review Frequency

Annual reviews mean participants have to cram a year's worth of activity into one meeting. But managers can make reviews much more effective by scheduling recurrent informal and formal sessions. And by weaving pertinent behaviors into each discussion, they can all be productive catalysts for growth.



Informal Sessions

Regular check-ins or one-on-ones allow managers and direct reports to develop stronger connections and rapport, which builds trust. These briefer, more casual meetings give people a chance to review real-time progress and course correct while they're working on projects—not just after completion. They're also a designated safe place to bring concerns to the table before situations escalate.

Formal Sessions

More formal reviews should be scheduled quarterly instead of annually. Because they are more frequent, they don't have to cover as much ground as yearly assessments. Managers can help people understand and work on specific behaviors and help their team members gauge progress over a three-month period. This cadence helps employees stay focused on goals and managers to bring out the best in their people.

Frequent informal and formal review sessions may seem time-consuming. But employees crave feedback so they can improve performance all year rather than waiting for an annual review. Investing in an ongoing process to hone key behaviors will build employee engagement, strengthen their capabilities, and ultimately drive organizational success.



Making Employee Reviews an Asset

People find the standard process for employee reviews frustrating, unpleasant, and ineffective. For everyone to benefit from these sessions, companies need to replace outdated employee assessment processes.

Standard reviews are typically based on performance measurement, which employees can construe as unfair and demoralizing. They focus on the past. But a culture-based assessment system is based on performance development and can inspire, equip, and enable employees to expand their knowledge, skills, and abilities.



Instead of being criticized or rewarded for how well they met goals over the past year, employees are evaluated and acknowledged in terms of their potential and desire to grow and improve. These sessions can become the backbone for employee development, leadership training, and career trajectories.

Book a call with a CultureWise specialist to learn more about building a workplace culture that fosters productive and positive performance reviews.