

## ***Performance Reviews: A Review***

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This research study on the impact of thinking preferences on performance reviews was limited by its number of participants but yields all the same some interesting conclusions:

- Preferences do impact how managers perceive employees, their performance and how they conduct their reviews. Use of a thinking styles assessment to measure and communicate this impact with all involved in the review process should help to minimize this impact.
- Use 360° instruments to increase self awareness of participants
- Have employees provide detailed feedback on those areas they will be evaluated on. Both reviewer and employee should read both evaluations and discuss them thoroughly
- Ask employees question that elicit values and career development. Examples include: What do you like most about your job? Dislike most?; What are your most significant accomplishments since your last review (or your hire); What are your short term career goals?; Long term goals?; What opportunities / projects are of interest to you?; What gets in the way of your overall effectiveness?; What specific things can I (or your direct leader) do to assist you?
- Do not base bonuses entirely on the subjective review process. Ask “How good are managers at assessing performance and Do employees feel managers are fair and consistent across the company?” Recommendation: Base bonuses on a mix of company and individual performance.