Mind map

Performance review: methods, examples and how to do it well

What a performance review is for

- A review published in 2017 in the Journal of Applied Psychology...
- Before choosing a method, decide what the main goal of the...

The most common methods

- Graphic rating scale
- Management by objectives
- Competency-based review
- 360-degree feedback

The biases that distort results

- Halo effect: one positive trait colors the rating of...
- Recency: the last few months weigh more than the...
- Leniency or severity
- Central tendency

Performance review

What research says about feedback

- A classic meta-analysis published in 1996 in Psychological...
- The practical lesson: talk about observable behaviors and...

The shift toward ongoing conversations

- A 2016 Harvard Business Review article by Peter Cappelli and...

A script for the review conversation

- Prepare: gather concrete examples from the period
- Start with the self-assessment
- Recognize specific achievements
- Point out areas to improve with facts

Frequently asked questions

1. What are the types of performance review?
2. How often should performance reviews be done?
3. How do you give negative feedback in a review?

Key takeaway

The main performance review methods, the biases that distort results, what research says about feedback and a script for the review conversation.

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