

Collaborative Performance Conversation

Adapted from the work of Gregorio Billikop, former ANR Farm Labor Advisor and author of Party-Directed Mediation <http://ucanr.edu/repository/fileaccess.cfm?article=66508&p=KOLTBJ>; and creator of the Negotiated Performance Evaluation (NPA) <https://nature.berkeley.edu/ucce50/ag-labor/7conflict/12.pdf>

This tool provides a much more collaborative opportunity to explore an employee’s performance. It encourages the employee to have a more active and empowering role before, during, and after the annual review.

Instructions:

Two weeks before a performance discussion or annual appraisal communicate with your direct reports the following: ‘I would like to try a new way to discuss your performance this year that is more collaborative. To do this I need your help. Please send me a document with the following:

1. Create 3 columns labeled:
 - Column I "*Areas in which I perform well* "
 - Column II "*Areas in which I’ve shown recent improvement*"
 - Column III "*Areas in which I can improve* "
 - Column IV "*How my supervisor can step back or step in to help me thrive in my role*"

Fill in each of the first three column with competencies accordingly. (You the supervisor also create the matrix for each employee.)

<i>Areas in which I perform well</i>	<i>Areas in which I’ve shown recent improvement</i>	<i>Areas in which I can improve</i>	<i>How my supervisor can step back or step in to help me thrive in my role</i>

During the meeting

The employee shares each list starting from column I. The supervisor listens and then comments briefly (usually in agreement).

For column III the supervisor comments (usually in agreement) with the list and might point out another couple of skill gaps.

The supervisor then either suggests or opens a discussion on possible training resources or job aids to be followed with possible stretch assignments to gauge the learning impact. (The supervisor coaches the employee after the training, to further skill acquisition on the job.)

The employee then shares from the list “What my supervisor can do so that I can thrive on my job.” Note what your employee says. Perhaps they are feeling micromanaged. Perhaps they feel they need more of your help. It may be difficult for your employee to be candid with you. It also may be difficult for you to hear what they say. For now, make sure they know you understood their thoughts and note for future ideas and discussions on how you can help change things to help your employee thrive.