WHAT DOES AN EFFECTIVE MEETING LOOK LIKE?

Your role as a reviewer is to try and ensure that the review meetings you hold reflect as many of the bullet points outlined immediately below as possible.

- Reviewees do most of the talking
- Reviewers listen actively
- There is scope for reflection and analysis
- Performance is analysed not personality (there should be no surprises)
- The whole year is reviewed and not just recent or isolated events
- Achievement is recognised
- Starts on time!
- Ends positively – with agreed objectives/ action plans

An ineffective review meeting is likely to contain some or all of the elements listed below:-

- Reviewers do most of the talking – the review meeting is about the individual not you! If there is silence during the review meeting that’s OK.
- Reviewee is not listened to – use listening and questioning skills to ensure that the reviewee is listening too.
- Feedback, if any, is based on personality and isn’t specific. Feedback, either negative or positive should be based on an individual’s performance and be specific. The outcome of feedback is that it should lead to the individual understanding what it is that they have to do to either maintain or improve their performance.
- Only recent or isolated events are analysed. The review period should be a year. The individuals contribution for the whole year should be considered and discussed.
- No context is taken into consideration. None of us work in vacuums or stable environments. The context in which we work can have a significant impact on our performance. Remember that context includes both work and home life.
- Objectives identified are not done jointly. All objectives should be jointly developed and agreed. Reviewees should have started to look at possible objectives for the forthcoming year by completing Form A. Use this as your starting point for further discussion. If an individual has not written any objectives on Form A try find out why. It might be that they don’t understand the Departmental priorities/ objectives and how their job role relates to them. It might be that the individual is feeling demotivated and unappreciated. If this is the case then the review meeting is a good place to start addressing these feelings.
- Reviewer/ee does not contribute to meeting. Some people will not want to contribute to the meeting for a variety of reasons. If you know what these are, try and discuss them during the opening stages of the review meeting. If you have the chance, try and meet with the individual prior to the review meeting itself to address their issues.