

Key Success Factors

**Objectivity
and accuracy**

**Feed-
back**

Support

Communication

Preparation

Empathy

Meaningful goals

www.pwc.com/lu

Contact

Christian Scharff, Partner

email: christian.scharff@lu.pwc.com

tel.: +352 49 48 48 2599

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**A successful way
to manage people
performance**

*Solutions
for people*



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Goal setting

Specific

- Define expectations and explain objectives
- Avoid generalities and use action verbs as much as possible

Measurable

- Define specific metrics for quantity, quality, time, and cost that can be objectively measured

Attainable/ Achievable

- Ensure that goals are challenging, but achievable

Relevant

- Link to a higher-level departmental or organisational goal

Time-bound

- Specify a date or elapsed amount of time when goals need to be completed

SMART objectives reduce subjectivity

Structure

..... Formal review ❖

Preparation	Opening Duration: 5-10%	Conduct Duration: 80-90%	Closing Duration: 5-10%	Follow-up
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..... Evaluation process length: usually 1 year ❖

No room for “surprises” during the formal review by delivering informal feedback all year round

Roles

Do's

	Appraiser	Employee
Preparation	<p>What do I know about the employee? What do his/her closest colleagues think about his/her work? (facts, strengths and opportunities for improvement) What is his/her frame of mind? How about our relations? Did I organise the meeting in an appropriate way (right moment, place, enough time)?</p>	<p>What are my professional perspectives? How can I reach them? Are they in line with the firm strategy and values? What is the best way to communicate them to my appraiser?</p>
Formal review	<ul style="list-style-type: none"> • Express objectives and rules (confidentiality) • Listen, use silence, pay attention to non-verbal communication • Final reformulation and action plan • Balance positive and negative feedback • Limit natural sympathy and antipathy effects 	<ul style="list-style-type: none"> • Stay assertive • Handle emotions, tell what you think • Express your self-assessment (facts) • Reformulate, make sure you understand the messages • Express your professional perspectives • Accept and use constructive feedback • Pay attention to non-verbal communication
Follow-up	<ul style="list-style-type: none"> • Ongoing feedback during the year • Encourage open, constructive and honest dialog 	<ul style="list-style-type: none"> • Remain open to constructive feedback If needed, ask for it

Don't's

	Appraiser	Employee
	<ul style="list-style-type: none"> • Be expeditious: take time to conduct the formal review and, if needed, give regular feedback during the year • Talk too much: the more you talk, the less you hear • Talk about rewards: this aspect should be discussed later • Make interpretations: only facts are important 	<ul style="list-style-type: none"> • Leave without understanding • Be aggressive even in case of disagreement. Try to understand (coherence with the firm objectives and values) and adopt a constructive behaviour to find a consensus