

## **Performance Review Comment Guide – Approach Questions**

This comment guide tool is intended to give a brief descriptive paragraph for each approach question of the performance review and will provide varied questions to help think through these topics. Responses to these questions could become a basis for your comments when completing performance reviews.

### **Stakeholder Communication and Service**

Interacts positively with all stakeholders, internal and external. Seeks feedback from stakeholders to improve delivery and to act with the stakeholder in mind. Relates and communicates well to all levels in the organization. Effectively shares information, builds rapport and is seen as approachable.

- Is the employee new to the role and in the process of learning stakeholder expectations?
- Does the employee focus on the person and not the problem when dealing with issues or concerns?
- Does the employee struggle with clearly communicating or building appropriate rapport?
- Does the employee meet stakeholder expectations?
- Does the employee generally work on the correct stakeholder priorities and in the right order?
- Does the employee establish and maintain highly effective relationships with stakeholders?
- Is the employee a strong positive ambassador of Royal MTC to our stakeholders?
- Can the employee clearly communicate complex material in easy to understand terms?
- Does the employee solve problems and build relationships at the same time?

### **Integrity**

Deals ethically and professionally with all stakeholders. Work is approached from an ethical perspective to ensure the right things are done for the right reasons.

- Do the employee's values seem out of sync with the organization?
- Does the employee seem to say one thing and do another?
- Does the employee care more about themselves and getting their work done above doing the right thing for the stakeholder and/or Royal MTC?
- Does the employee meet ethical expectations?
- Does the employee not only treat everyone with dignity and respect at all times, but ensures others do the same?
- Do you trust this employee to do the right thing, even if you're not there?

### **Passion & Artistic Quality**

Is passionate about their role in the organization, and acts with enthusiasm and urgency to complete work and serve their stakeholders. Gets things done as promised.

- Does the employee generally approach situations in a pessimistic or defeatist way?
- Does the employee generally act with urgency but is not consistent and struggles when faced with new or challenging situations?
- Is the employee is currently growing in their role and requires growth to identify issues and to act with urgency?
- Does the employee take ownership of their role and are they passionate about how their role promotes the success of Royal MTC?
- Is the employee generally action oriented and acts with appropriate urgency to achieve goals?

## PR – Comment Guide

- Is the employee clearly passionate about Royal MTC and is actively on board with achieving Royal MTC’s organizational goals?
- Does the employee take initiative to get other things done when they have completed all usual tasks?
- Does the employee demonstrate a high level of urgency beyond expectations to get things done?
- Will the employee flex their schedule as needed (change breaks or work through breaks or work extra hours) to meet difficult deadlines and stakeholder demands?

### Continuous Improvement

Open to trying to do things in a different way to improve efficiency. Approaches new situations or changes in a positive way. Embraces change as an opportunity for improvement.

- Does the employee challenge process improvements or attempts to do things differently?
- Does the employee resist problem solving, relying on previous processes/actions to guide current actions (“that’s the way we’ve always done it”)?
- Does the employee generally approach situations in a pessimistic or defeatist way?
- Does the employee sometimes push back on change?
- Does the employee willingly and positively participate to implement work / process improvements?
- Does the employee make suggestions for process improvement solutions or initiatives?
- Does the employee encourage others in the department to be open to change?
- Does the employee often make suggestions for meaningful improvements?
- Is the employee a positive cultural leader, bringing others on board with them to strive for excellence?

### Leadership

Establishes and communicates organizational goals and clear direction of expectations with a positive, respectful and collaborative approach. Develops the team and individuals on the team. Is approachable and deals with team concerns and issues on a timely basis.

- Does the leader create issues and problems within the team instead of solving them?
- Does the leader have difficulty with improving struggling performers and developing strong employees?
- Does the leader generally communicate effectively and set clear expectations for direct reports?
- Does the leader generally deal with issues and conflict effectively and on a timely basis?
- Does the leader effectively distribute work amongst team members?
- Does the leader provide recognition for positive performance and hold sub-standard performance accountable?
- Does the leader maintain positive relationships while dealing with issues?
- Does the leader lead a positive culture within their team?
- Does the leader effectively communicate and champion Royal MTC’s goals and objectives and lead their team to success?