

Year-End Review Coaching Conversations

Set the employee at ease by scheduling the meeting well in advance. Year-end review conversations should be planned and efficiently carried out, as well as respectful, constructive, and collaborative. The outcome of these conversations is to ensure employees receive a fair and honest review of the past year, get specific feedback from managers and others to build on experience. Successes are recognized and celebrated, while unmet goals and challenges bring additional experiences and lessons going forward. Wrapping up year-end should encourage and inspire thinking about new goals.

The GROW Model guides your conversation so it is purposeful and two-way. The use of open-ended questions helps conversation flow. Employees feel heard and valued because they share their thoughts, insights and are receptive to feedback. The GROW model helps to build trust, is supportive and empowering of others. It's all about the conversation.

GOAL



REALITY



OPTIONS



WILL



Agree on the topic and specific objective of session; set long term aim if appropriate

Invite employee self-assessment; offer specific feedback with examples; avoid or check any assumptions

Brainstorm options; invite suggestions from employee; offer suggestions carefully; ensure choices are made

Commit to action; identify any barriers and solutions; make steps specific with timelines; agree to support

Modify as it fits your tone, communication style and relationship with your employees.

Sample Conversation Starters

Thanks for sharing your self-review in advance of our meeting. We will discuss how your year has been.

- Given that we have --- time let's discuss how your year has been? I want to hear about your successes and what has been a challenge?
- How does that work for you?
- Is there anything else you would like to add?

Sample Conversation Starters

Manager recaps department goals for context.

- How did your year go overall?
- Tell me about your successes? What was the impact?
- What about your challenges? How did you handle this?
- What goals were unmet? What happened?
- Can I share some feedback?
- You had success with goal #2 you surpasses -----
- For goal #3 -----
- In goal #1, I agree there were challenges. We discussed this through the year --- perhaps ----
- Overall your year was -----

Sample Conversation Starters

Employee reflects on the lessons learned from the past year.

- If you could do it again, what would you do differently?
- What support and resources did you tap into?
- Looking back on the year, what did you learn about yourself?
- What did you learn about your experience with -----?
- What are you most proud of during the past year?
- Can I offer some of my observations?

Sample Conversation Starters

Discuss aspirations and motivators.

- What aspirations do you have for the coming year?
- Manager offers encouragement and support for the coming year. This conversation segues into the goals setting conversation.

Topic and objective of discussion is confirmed.

Realities of year-end achievements reviewed and feedback provided.

Self-reflection on learnings and insights are discussed.

Commitment and encouragement shared to support for new goal setting.