



Performance Snapshots

Energizing and productive performance reviews



Why most organizations get this wrong

Performance reviews are an annual tradition despite being a horrible experience for leaders and team members. According to Gallup, “only 14% of employees strongly agree that their performance reviews inspire them to improve... Performance reviews in most organizations are so bad they do more harm than good.” Yet every year, like clockwork, supervisors sit down one-on-one with their direct reports and go through the painful process. For many, it is a requirement they must fulfill; for others, it is just how it has always been. From a MIND Methodology perspective, this traditional performance review process wastes time and resources and is unfair to everyone involved.

It all starts with clarity

MIND Methodology Performance Snapshots, supported by monthly 1-to-1 meetings, ensure every team member understands expectations and where they stand 100% of the time. There are no surprises, just a collaborative discussion of performance, strengths, and areas for improvement to create even more value. Clarity on performance is easy to say but challenging to sustain or do consistently. It is straightforward to assess a salesperson against a numerical revenue or conversion number, but what about support staff? Tying all elements of the organization to improving the Most Important Number solves these challenges and makes Performance Snapshots a positive, value-creation exercise. Performance Snapshots evaluate every team member in three areas.

- The team’s Most Important Number(MIN)
- The team members' individual performance against their outcome-based responsibilities
- The team members' application of the organization’s culture to achieve results

Assessing these three areas, the team achieving their MIN, individual outcome-based responsibilities, and application of culture provides a complete and holistic assessment of each team member.



Implementing Performance Snapshots

While the MIND Platform makes Performance Snapshots simple, conducting them without the Platform is possible. Doing so requires:

- All team members to know their team's Most Important Number and their role in helping the team achieve it.
- 1-4 outcome-based responsibilities identified and communicated for each role on the team. If each team member does not know the outcomes they are responsible for achieving, it is impossible to assess their performance fully.
- All team members know the organization's cultural alignment tools and how they can apply those tools to create value.

Performance Snapshots are conducted in a team setting with **every team member, including the assessee, actively participating and providing feedback**. We find it almost impossible for one manager to see and remember every detail of each team member's performance or behavior. Feedback from the team provides a more comprehensive evaluation. While some people express concerns about conducting assessments in a team setting, we find that it energizes team members to support their development journey.

The flow of the Snapshot

Before

- Discuss the team MIN and individual performance in monthly 1-to-1 meetings
- Review the last completed Performance Snapshot
- Intentionally identify actions to improve performance

During the snapshot

- Collaboratively score each of the three areas per scoring criteria
- Capture what you do well and where you can improve for each goal
- Summarize your focus going forward

After the snapshot

- Review the completed Performance Snapshot and incorporate learnings in your development actions



The team's Most Important Number

The team's MIN is a quantitative measure based solely on the status of the Most Important Number and scored *on a five-point scale, with five the highest and one the lowest.*

Standard Scoring Criteria (can be adjusted based on what is appropriate)

Greater than 10% above plan = 5

Greater than 5 to 10% above plan = 4

Plan to less than 5% above plan = 3

Below plan to 5% below plan = 2

Greater than 5% below plan = 1

The screenshot shows a performance snapshot for the goal 'Team Most Important Number'. At the top, it says 'Goal Type: Role View Responsibilities' and 'Team Most Important Number'. A button labeled 'HOW THIS GOAL IS SCORED' is in the top right. Below this, a 'Rating Score' section features a green progress bar and a large green number '3'. The interface is divided into two main text areas: 'What you do well' on the left and 'What needs improvement' on the right. Both areas have rich text editors with various formatting options. The 'What you do well' section contains the following text: 'Team Most Important Number: Qualified Leads', 'As of 8/31/22', '• Plan: 2,082', '• Actual: 2,111', and 'Score: 2% above plan = 3'. The 'What needs improvement' section is currently empty.

Outcome-based responsibilities

Every role has a clear set of outcome-based responsibilities. This section combines qualitative and quantitative assessments of how well the team member achieved these outcomes. An essential part is discussing what the team member does well (led by the team) and areas to intentionally focus on improving (led by the team member).

The scoring criteria:

- Significantly exceeds expectations = 5
- Exceeds expectations = 4
- Meets expectations = 3



- Goal Type: Role View Responsibilities

Performance on Outcome-Based Responsibilities

Rating Score

What you do well

 - Proactively solutions focused
 - 100% committed to getting task/project/initiative done
 - Open to new ideas
 - Innovative, new tools and resources
 - Shares ideas and speaks up on things that don't make sense
 - Organizational trust because you do what you say
 - Accuracy
 - Organized
 - Positive attitude
 - Willing to take on new things

What needs improvement

 - Lean in from an innovation standpoint and help us raise the bar in all areas of the organization
 - Continue to streamline Marketing/Communications as we grow, push for efficiencies
 - Balance cost savings and investment thinking

Intentional cultures have alignment tools such as mission, purpose, vision, and behaviors that define what you agree to do as an organization. They also filter decision-making. During the Snapshot, discuss cultural areas where the team member excels and where they want to improve. This discussion is focused on cultural behaviors as they are the most observable.

- Are you a cultural fit?: no = **1** point, yes = **2** points
- Are you living our culture alignment tools to benefit internal and external stakeholders? No = **0** points; Yes = **1** or **2** points
- How well are you influencing others to live these alignment tools?
- Not well = **0** points, well = **1** point

Which behaviors do you live well, and which alignment tools point to development opportunities?



Steps to Implementing Performance Snapshots

- ☐ Identify a Most Important Number for the organization and each department/team
- ☐ Create outcome-based responsibilities for each role
- ☐ Create cultural alignment tools
- ☐ Communicate all of the above to every team member
- ☐ Schedule Performance Snapshots (schedule with all team members present)
- ☐ If using the MIND Platform, confirm with your platform administrator that each team member is configured for Snapshots
- ☐ Schedule monthly 1-to-1 meetings between each leader and team member for continuous coaching and growth between Performance Snapshots



