

In our book *The Strengths-focused Guide to Leadership* we discuss how you can strengthen your appraisal or performance review processes by incorporating a focus on strengths. We offered you some questions that you can use to enhance the process.

We again present here the list of useful questions you can use to carry out a strengths-focused appraisal.

You can also download these questions set into in an easy-to-use template that you can use to conduct your performance review discussions. Template for recording the objectives and action plans for both Business Objectives and Development Plans are also available on this website.

### **Reviewing general achievements**

*What do you think are the most important achievements in your role this year?*

Taking each achievement in turn:

*What was good about achieving that outcome?*

*What did you do to get that success?*

*What are you particularly pleased about?*

*What have you learnt from this?*

*What does this success tell you about your strengths?*

*(Opportunity for Positive Feedback)*

## Reviewing previous objectives

*What was your objective or goal? What were you aiming to achieve?*

*What were your measures of success?*

*What have you achieved?*

*How have you performed against each of the measures?*

*What has gone well? What are the reasons for this?*

*(Opportunity for feedback)*

*Which strengths were you able to draw on to help you succeed?*

*What have you not achieved that you intended to? What are the reasons for this?*

*(Opportunity for feedback)*

*What could you have done more of/less of/done differently to have achieved a better result?*

*What does this tell you about your strengths, that you can build on next year?*

*What have you learned?*

*How will you incorporate this learning into this year's objectives/goals?*

*What do you need to do now?*

## Reviewing Behaviours (or Competencies)

*Which behaviours do you **demonstrate well**?*

*Do you enjoy using these behaviours? Are they strengths of yours?*

*What examples have you got of how you demonstrate this behaviour well?*

*How has this success affected the results you have achieved?*

*What would other people say about your performance in this behaviour?*

*How can you build on this behaviour in the future? What would this look like?*

*Which behaviours do you think you **demonstrate less well**?*

*What examples have you got of how you demonstrate this behaviour?*

*How has this level of success affected the results you have achieved/not achieved?*

*What would other people say about your performance in this behaviour?*

*What can you do to turn this around in the future?*

*What would this look like?*

*What impact would doing this have on your success?*

**Reviewing career aspirations**

*If you could have any job that you want in 5 years' time what would it be?  
What would you particularly enjoy about it and how would this help you play to your strengths?  
What skills, knowledge and behaviours will you need to have gained to get there?  
What will your ideal job be in 2 years' time?  
What can you do to develop yourself in that direction?  
What opportunities are there to build the knowledge, skills and behaviours do you need for that future role?*

**Agreeing inspiring performance objectives**

*What are you aiming to achieve? For what purpose? In order that what happens? What will success look like?  
What will be good about achieving this objective?  
How will you measure your success? How else?  
Which strengths will you be able to draw on to help you achieve this objective?  
Where are you now in relation to this outcome?  
When do you want to have achieved this? What are the milestones along the way?  
What ideas have you got for moving forward to achieve this outcome?*

**Interim/quarterly performance reviews**

*When have you been at your best over the last three months?  
When you were at your best, what did you achieve? How did you make those achievements happen? What has been good about achieving these?  
When have you not been at your best? What is the learning from that?  
What have you discovered about yourself in the last three months?  
What are you looking forward to achieving in the next 3 months?  
Which of your key strengths will you use?  
What things are you going to find difficult in the next three months?  
How can you plan to use your strengths to address these difficulties?  
Which strengths will you align to deliver your goals?*