

ANNUAL PERFORMANCE CYCLE

Performance appraisal systems date back to the US Military in WW1 when a “merit rating system” was established to identify poor performers for discharge or transfer. Since then performance management has evolved, with mixed success, as a commonly used tool for distinguishing between “good” and “bad” performance, goal setting, “rating” and rewarding people, harnessing an employee’s strengths and identifying areas for development. (Source: The Future of Performance Reviews HBR Oct 2016.)

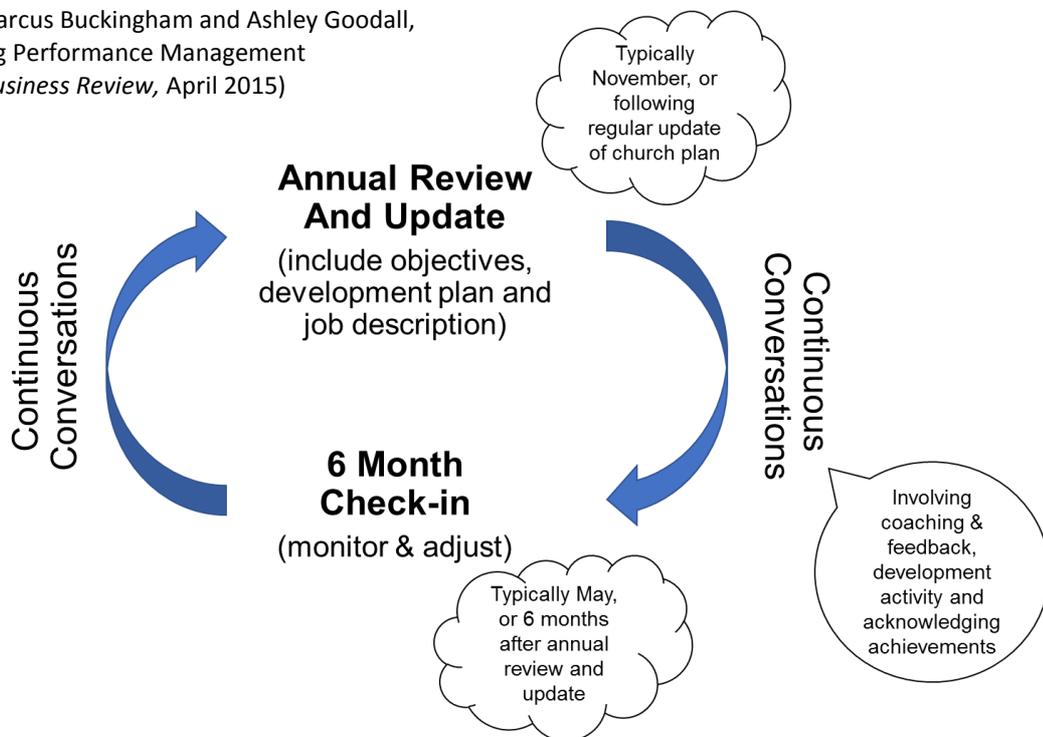
In recent years, the trend has moved from structured annual feedback cycles to “continuous conversations” that “recognise, see and fuel” performance.

Regardless of how you do it, it is clear that effective leaders need to encourage **regular**, honest communication and build trust with their staff. Great leaders:

1. Set expectations - *align the employees work with the greater goal and purpose*
2. Review priorities - *allow for flexibility*
3. Comment on work - *ensures positive and developmental feedback*
4. Provide coaching and information - *clear communication, keeps things moving forward.*
5. Seek feedback - *listen to staff and have a 2-way conversation.*

Christian Leaders also address Pastoral Care issues and provide Discipleship.

(Source: Marcus Buckingham and Ashley Goodall, Reinventing Performance Management *Harvard Business Review*, April 2015)



Why do this in a church context? What makes Christian Leaders different?

It’s worth thinking about whether your own development plan and goals include leadership responsibilities and, in particular, the time it takes to do managerial work.

Taking Action: Feedback

Feedback may be given to people in many ways. Whether the feedback will be effective or not will depend to a large degree on the behaviour of the manager giving the feedback.

The aim of feedback is to help improve the performance of the recipient.

Step 1: Plan

- Pray.
- The first step is to plan by looking at your church plan for the year ahead. Think about how the employee's work performance will help your church fulfil this plan. The role description will help you with this step.
- Make a schedule, communicate it to staff and put the dates in your diary.
- Allocate time to plan what you are going to say.
- Keep notes of positive and developmental feedback at the time you notice them. Seek feedback from others where appropriate.
- Consider how the staff member will hear and respond to your feedback.
- Get comfortable giving feedback.
- Ask the staff member to prepare and do some self-assessment. Build their self-awareness. If appropriate, put them at ease and use a common template. Encourage 2-way feedback.

Step 2: Discuss

- Use coaching & delegation to develop your staff and provide them with practical steps and skills necessary to grow and develop. Also use these formal sessions to care and disciple.
- Have informal, but productive, conversations that empower the staff member to grow and effect change.
- Based on the preparation, you should discuss:
 - how they are going in their faith
 - how they have been performing
 - the skills they need to develop
 - their own ideas about learning and development opportunities.
- Keep encouraging the staff member to self-assess and build their self-awareness.
- Give Feedback!
- Together with the employee, document the goals & development opportunities and set a date for review. (Shared Expectations)
- Listen! Use the opportunity to consider if there is anything you could have done differently to provide leadership or clarity for the staff member.

Step 3: Evaluate & Manage Consequences

- After you've set goals, the next step is to monitor the employee's performance and support the employee to meet their goals.

- Remember to:
 - give regular feedback (both positive and constructive) to the employee
 - deal with any underperformance issues as soon as they come up
 - celebrate improved performance
 - support employees to improve performance, by providing training, coaching or mentoring opportunities.

Step 4: Review

- The final step is to review and evaluate the employee's performance at the end of the agreed timeframe.
- You will also need to revise their goals or set new ones for the next cycle.

1:1 Meeting Template

Date: _____

Name: _____

4 x 4 (4 things in the next 4 weeks)	Progress
1.	
2.	
3.	
4.	

Term Objectives (Term 1 / 2 / 3 / 4)	
1.	
2.	
3.	
4.	

Progress on Term Objectives (Term 1 / 2 / 3 / 4)	
1.	
2.	
3.	
4.	

Budget issues: _____

How Can I Pray?

Best Joy: _____

Difficulties now: _____

Potential issues: _____

Health: _____

Marriage/Significant Personal Relationships: _____

1:1 Meeting Template - Example

Date: 24th May 2025

Name: Joe Bloggs - Youth and Young Adults Pastor

4 x 4 (4 things in the next 4 weeks)	Progress
1. Preaching sermon this week - Ephesians	Outline worked out.
2. Organise welcome dinner for new people to church	List of invitees worked out; date set. Need some help on the catering side.
3. Set aside day for long term reflection and planning.	None
4. Complete Christianity Explored with Tuesday night group	Finished last week.

Term Objectives (Term 2)	
1.	Setting up leadership team for evening congregation
2.	Find someone to assist with admin for the evening congregation - rosters, sending reminders, weekend away organisation.
3.	Have youth group weekend away organised and promotional materials done.
4.	Meet with each youth leader to check in how they are doing in the Lord, and in serving in Youth.

Progress on Term Objectives (Term 2)	
1.	Jane, Tom, Fred have agreed - praise God. Claire and Margie and thinking about it. Need some help to think about who else could be asked.
2.	Sarah may be open to thinking about it.
3.	Youth weekend away - speaker locked in (Ben); Lisa now doing promo materials.
4.	Met with 3 of 8 of the leaders

Budget issues: None at this time

How Can I Pray?

Best Joy: Meg became a Christian!!!

Difficulties now: Feeling stretched, kids have been sick

Potential issues: Catering for welcome dinner

Health: OK, other than sick kids

Marriage/Significant Personal Relationships: No date night for a while/parent in hospital