Performance Reviews

What this is:
Using annual performance reviews to support diversity and inclusion on your team.

Why it matters?
Performance reviews have been long used for employee accountability and employee development, and a comprehensive performance review strategy can drive inclusion. Your performance management approach sets the tone for your organization’s values which is why it is critical your approach embraces diversity and creates an inclusive culture.

Example:
1. Set clear goals to base performance on facts
2. Use multiple feedback sources to limit bias
3. Be mindful of language when discussing an employee’s performance
4. Reinforce inclusive behaviors
5. Connect with team members to ask if they feel included in your organization
6. Assess your performance review system to uncover any potential bias in managers, workflows or talent management processes.

Assess your performance review system to uncover any potential bias in managers, workflows or talent management processes. Common performance management biases:

→ Availability/Recency Bias – When our evaluation of someone is influenced by what we recently remember
→ **Halo and Horn Bias** - A good or bad first impression that ties into how performance is evaluated

→ **Confirmation Bias** - Unknowingly focusing on evidence that supports our worldview

→ **Affinity Bias** - Positive evaluation of those who are most like us

→ **Implicit Stereotyping** - Preconceived notions change how we see someone’s performance

Once you have identified and worked to mitigate biases, when conducting and providing performance feedback to a team member:

→ Be supportive
→ Address specific behaviors and statements being made vs. person making the statement
→ Be sincere in openness to other perspectives
→ Practice active listening

With the right tools and questions in place, performance reviews can help create a company culture that embraces diversity in a concrete and practical way.

**Links to other resources:**

*Why Inclusive Leaders are Good for Organizations* - HBR

*It’s Performance Management Season, Time for Some Inclusion Nudges* - Diversity Best Practices