

URBN | Performance



Manager – Preparing To Give Feedback

Set the timeline – Know your deadlines and plan accordingly.

- If you are asking your employee to complete a self-evaluation, be sure to communicate a timeline that will enable you to be successful in meeting your deadline.
- Will you be asking your employee for feedback about your performance?
Let them know in advance so that they come prepared.
- Put the appointment time and place on your calendar so that you have that time reserved as well.
- Think about the logistics – do you need to schedule a conference room for the conversation?

Use your resources - If you are asking your employee to complete a self-evaluation – you don't have to wait to get until they are done to get started.

- Review the **prior year goals** that were set. Using them as a framework, begin to put together the list of accomplishments.
- Use the **URBN Competencies** to think about the areas of feedback your employee needs to develop. Begin to put together specific examples if need be.
- Reach out to their key business partners to **gather feedback**, be sure to ask any clarifying questions and ask for specific examples if you feel like you are going to need them to support your discussion.
- Be ready to review the past, but talk about the future. What does this next year look like for your department? How will your employee grow?

Review and Respond

- Think about your goal for the discussion. Are you talking to your best performer?
Are you asking someone to take on something new?
- Do you have all of the information you need to achieve that goal? Business results, feedback, information from the employee
- Is there an issue that is creating a negative impact? Either something that is not getting done or stopping your employee from moving forward? Do you have a plan to address it?
- Be succinct. While your dialogue with your employee can be as robust as it needs to be, the information that you record in the Performance Evaluation should be short and to the point.