



THE BUSINESS LEADERSHIP ACADEMY

Performance & Learning Feedback

1 - Pager

Navn:

Position:

Date:

Manager:

This guide covers:

1) Overall Performance Per Month

The score sits top for ease of read.

The idea is every month to consolidate all inputs about performance, behaviour, learning, attitude etc into one score, hence do this one after having completed the other assessments for the month.

Choose your own scale; 1-5, 1-7, 1-10.

At end of the year you may want to conclude one score representing the overall contribution of the person.

2) KPI's and Evaluations

Insert KPI's agreed with the person, and in columns 1-12 offer monthly feedback to each.

For each KPI you can file shorter comments, observations.

Every month you would want to sub-conclude on the over-all contribution. Can be used in the overall monthly evaluation, please ref 1).

3) Learnings

This model suggest two-tiered learnings;

a) Strategic – areas of knowledge, perspectives, skills, ways to do and think, maturity levels etc required to become 'complete' in the current/ next job role. Time horizon; long.

b) Operational/ tactical – in similar vein yet more directed to the here-and-now need to conduct your operational and leadership disciplines. You can divide into short/ medium term time horizon.

4) Development Status

Use the development curves to illustrate where you see the individual and from there build expectations to learning and personal growth. You can 'jump' from one curve to another should performance improve, slow down or deteriorate.

The S-curves can each be divided into 3 phases; a) lower end – the beginning of the job/ learning curve where things are still new and uncertain, b) middle phase – expansion and consolidation of learning, c) top end – mastery of a particular subject or learning, being ready for the next step.

The colored curves represents varying scenarios of learning performance and development:

Red – for senior employees or 'd-players' with low trajectory

Green – normal/ average trajectory as per the individuals experience, age, job, responsibility etc.

Gold - the extraordinary steep development typically exemplified by 'a-players' or new people into jobs with high learning intake/ performance development.

5) Ratings – Values/ Leadership Characteristics

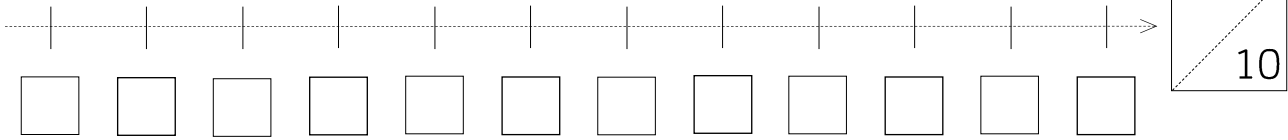
This chapter covers evaluation of behaviours be it compliance with company values, leadership codex or other character traits you desire adjusted. Use the 2-4-6-8-10-12 boxes for bi-monthly valuations.

6) Performance

To be used for record keeping of observations, points to remember, note-taking etc.

1 Overall Performance Per Month

Overall p.a.



A horizontal timeline with 12 vertical tick marks. Below each tick mark is a small empty square box. An arrow points from the 12th tick mark to a larger square box on the right containing the number '10'.

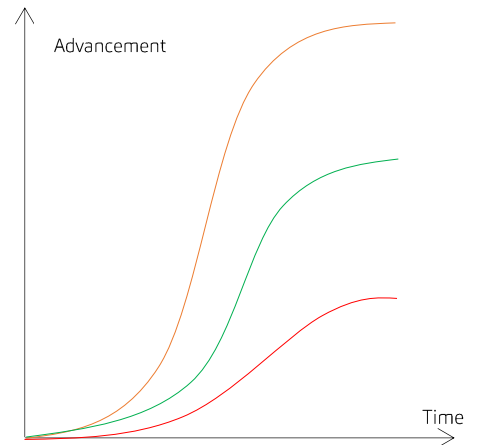
2 KPI's and Evaluations:

KPI's/ Months	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	Comments?
1													
2													
3													
4													
5													
6													
7													
Total Score Per Period:													

3 Learnings:

Strategic	
...	
...	
Operational/ Tactical – Short	Medium
...	...
...	...

4 Development Status:



5 Ratings – Values/ Leadership Characteristics

1									
2									
3									
4									
5									
6									
7									
8									

6 Performance Comment per Review:

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