

Year-end 2021 Performance Conversations – Manager Guide

2021 was expected to be the year where things started to return to normal, but this year has seen its own challenges...

Colleagues told us that conversations with their managers are important, so although ratings will be back at Year-end 2021, the emphasis will remain on having good quality meaningful conversations focussing on:

- HOW colleagues have brought our Ways of Being Co-op to life
- The IMPACT they've had on Co-op – our colleagues, customers & communities
- CAPABILITY – making sure they know what they've done well and what they need to work on

Key Points:

- Year-end conversations will take place between 1st Dec and 9th Feb 2022
- You must share the colleague's final rating during the conversation – remember, there shouldn't be any surprises
- Enter final ratings and comments in MyPerformance in MyHR following your conversation – it doesn't need to be war and peace, just the key points to help the colleague understand how they've done and what they need to work on

Prepare for the conversation...

- Think about the last year as a whole
- Look at the MY21 conversation summary and use the Co-op Behaviours & Ways of Being to help understand their impact
- Focus on preparing for a meaningful conversation, rather than collecting lots of evidence to review

During the conversation...

- Ask how the colleague has been getting on this year
- Discuss their strengths and behaviours and what their impact has been this year
- Discuss and agree the things they want to work on next year
- Ask the colleague what support they need and what they want from you?
- Share feedback and ask for feedback in return
- Actively listen and seek to understand by asking questions

Questions to support the conversation...

- How are you right now? In work? In life?
- What's been your proudest achievement this year – in work? In your life?
- What's been the most important thing you've learnt this year?
- What strengths and behaviours have you relied on or developed this year? How have you used them? How will they help you in the future?
- Where do you want to focus your development?
- What do you need from your me?