

Performance 6 End of year review – Practice with a Coach

Scenario 1: A review with Ari, a high achieving member of your team

Your practice session

Please prepare for the practice conversation in the same way as you would for a real-life conversation, as this will enable you to get the most out of the session. The PRO coach will provide feedback, helping you to refine your style and content to increase your effectiveness in your upcoming Performance 6 End of year reviews.

Purpose of Performance 6 End of year reviews

End of year reviews provide an opportunity to reflect on and discuss performance.

These discussions enable the team member and leader to discuss and agree what was achieved, how values were demonstrated, and what could be even better for next year.

Remember Listen actively | Communicate openly | Focus on our values in every conversation

Team members & Leaders

- Reflect on outcomes and come prepared with examples.
- Be curious and clarify feedback.
- Own feedback following calibration discussions.

Support materials

- [End of year review discussion video](#)
- [Leader calibration video](#)

Objectives

- Share specific and balanced feedback which recognises achievements and what could be even better.
- Communicate transparently if performance fell short of expectations, showing care and support.
- Look ahead to next year, and if there are any immediate focus areas.

Outcome

Shared understanding of performance, with everyone knowing exactly where they stand at the end of the year.

[Read more: Conversations showing care, courage and curiosity guide](#)

[Read more: living our values](#)

Remember:

P6 End of year reviews are an extension of performance discussions and check-ins throughout the year.

RioTinto

Your Approach

In supporting you to frame and structure these conversations, we have suggested an approach and structure below. Your PRO coach will be able to provide feedback on how you execute these skills.

You will find Ari's Performance 6 below and how they have performed against them. Please review this to prepare for the conversation.

Ari's performance against their Performance 6

Ari has performed well against their Performance 6 objectives over the whole year. You have provided feedback previously that Ari is performing strongly. They took on an additional challenge (as encouraged by you during the mid-year review) and whilst this challenging project is still ongoing, they demonstrated they were able to apply themselves in complex situations. They consistently display behaviours in relation to our values and support others to succeed.

Ari's Performance 6 Objectives

3 performance objectives

- Deliver the Efficiency Review Project. Measured by the report being accepted by leadership team.
- Develop Steve and Shana in the team to be able to take on more responsibility. Measured by the number of activities they are responsible for.
- Take on Project Alpha and get back on track to deliver by January as planned (**updated mid-year**)

2 development objectives

- Improve technical knowledge through working with a senior mentor.
- Build confidence in having challenging feedback conversations with team members.

1 thing to stop

- Re-doing others' work when I think it is not up to standard.

Feedback on Ari's Performance 6 outcomes

Performance objective – Project Alpha

- Ari successfully took on Project Alpha following the mid-year review, resulting in Ari leading two complex projects in the second half of the year.
- Project Alpha was off track at mid-year due to a key team change just before Ari took over. The new team member had industry experience but needed time to learn Rio Tinto's systems and build relationships.
- Ari invested significant time bringing the new team member up to speed and introducing them to key stakeholders, which delayed the project by a month.
- Although Ari isn't happy about this, the project is still progressing well and stakeholder kept informed, so there's been no concerns raised regarding the delay.

1 thing to stop:

- During the mid-year review, you discussed with Ari they were continuing to re-do others' work, rather than Ari giving clear feedback and delegating the work back. You have not been aware of this happening so much in the second half of the year, but will want to check in with Ari on what they think.

Overall goal for this performance review discussion:

- Ensure Ari remains motivated, even though the second half of the year has been a real challenge.
- Help them to recognise the value they have brought Rio Tinto and themselves from taking on more challenges and complexity, for example they have:
 - Had a great impact on our collective success by supporting others.
 - Learnt to delegate effectively across two projects and manage the complexities to restore stakeholder confidence.
 - Had a strong performance year, consistently delivering strong outcomes against their objectives and role requirements.
- If asked about their STIP outcome, explain to Ari that their performance will be calibrated with other leaders to ensure fairness, and the outcome shared in March.

Your Approach and Structure

Part 1 – Set the scene

Skills to practice:

- Build rapport
- Demonstrate interest and empathy.

Goals:

- Check the employee's understanding of the Performance 6 & ARR process and be clear what you are going to cover and not as part of the Performance 6 end of year review discussion.
- Establish you're both there to discuss and agree what was achieved, how values were demonstrated, and what could be even better for next year.

Part 2 – Discussing Performance 6 outcomes

Skills to practice:

- Giving feedback clearly and with rationale
- Balancing feedback given to recognise achievements and what could be even better.
- Dealing with challenge.

Goals:

- Focus on giving feedback against the Performance Objective for Project Alpha
- For Ari to really understand and take on board the feedback
- For Ari to recognise the value they have brought to Rio Tinto and the team and to celebrate that.

Part 3 – Looking forward

Skills to practice:

- Motivating and engaging your team members
- Influencing and closing with a positive outcome.

Goals:

- Recap the main points of the conversation, any agreed actions to move forward, and timeframes
- Be clear they have achieved all of their objectives – this is a great accomplishment and where we expect most of our people to be at year end.
- If asked about STIP, be clear that performance will be calibrated with other leaders to ensure fairness, and that STIP outcomes will be shared in March next year.