

Performance 6 End of year review – Practice with a Coach

Scenario 2: A review with Kai, a team member just meeting their objectives

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.

Kai's performance against their Performance 6

At mid-year, Kai's performance was off track however they are now tracking towards meeting their Performance 6. Throughout the year, you have been closely supporting Kai to perform, and it has taken a lot of encouragement and coaching from you to get their performance back on track.

Kai's Performance 6 Objectives

3 performance objectives

- Deliver the Continuous Improvement (CI) Project. As measured by four new initiatives being successfully implemented **(on track to meet)**
- Develop Henry and Dasha in the team to be able to take on more responsibility. Measured by the number of activities they are responsible for **(on track to meet)**
- Improve reporting process for non-critical incidents. Measured by feedback on the reports

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

- Checking in with my manager before taking non-critical decisions

Feedback on Kai's Performance 6 outcomes

Performance objective - Continuous Improvement project

- During the mid-year review, you discussed with Kai that this project was off-track. They took that on board and did improve the way that the project was going.
- By year end, Kai is likely to have delivered three of the proposed new initiatives, with the fourth likely to be delivered early Q1 2025.
- In your recent check-in with Kai, they advised the fourth initiative was being held up due to another leader blocking this. When you spoke to this leader, they stated they only had very limited communication from Kai. They were willing to help but did not know what was needed from Kai.

Performance objective - Developing Henry and Dasha

- In earlier meetings, Dasha shared feedback that Kai was not giving enough guidance on how to develop technical competencies, and that "Kai seems to think I should know this stuff already, but I've only been here 9 months."
- Henry had previously shared they felt Kai was disengaged when discussing their development, so they had stopped bringing this up.
- You gave Kai feedback during the mid-year review and have been regularly checking in with Kai to coach them on how to develop Henry and Dasha.
- More recently, you met with Henry and Dasha to ask them how Kai was developing them (Kai knew about this). They were both gave positive feedback and said they felt very supported.

Overall goal for this performance review discussion:

- Ensure Kai understands they have almost met their performance objectives and discuss they are on track to achieve by end of the year.
- Also ensure Kai recognises they have required significant support from you to get their performance back on track. As a result, they may receive a reduced STIP outcome in March - their performance will be calibrated with other leaders to ensure fairness.
- For next year, you want to empower Kai to own and drive their performance much more. You should give feedback as to why this is relating to the two objectives above.

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:

- Giving clear feedback on their Performance 6 and what has not been met.
- For Kai to really understand and take on board the feedback
- For Kai to recognise that they need to take more ownership to meet their objectives.

Part 3 – Looking forward

Skills to practice:

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

Goals:

- Recap the main points of the discussion, any agreed actions to move forward, and timeframes
- Be clear that although Kai is on track to meet objectives, they have required significant support from their leader to get their performance on track and what this may mean in terms of their STIP outcome.