

# Performance 6 End of year review – Practice with a Coach

## Scenario 3: A review with Lee, a team member who has significantly missed their Performance 6 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.

## Lee's performance against their Performance 6

Lee is not meeting two of their performance objectives. Throughout the year, you have been closely supporting Lee however their performance and behaviours have consistently been below expectations. Lee is aware of this as you have been having regular check-ins.

### Lee's Performance 6 Objectives

#### 3 performance objectives

- Deliver the Continuous Improvement (CI) Project. As measured by four new initiatives being successfully implemented **(not meeting)**
- Improve team productivity by providing regular progress updates on business activities and priorities. As measured by feedback from the team and my manager **(not meeting)**
- 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

- Becoming defensive and blaming others when asked on the progress of my projects

### Feedback on Lee's Performance 6 outcomes

#### Performance objective - Continuous Improvement project

- During the mid-year review, you discussed with Lee that this performance objective was off-track.
- They briefly addressed the feedback and delivered one CI initiative. However, limited progress has since occurred, and they won't be able to deliver the other CI initiatives by end of year.
- You discussed progress during regular check-ins and helped Lee plan for success, but they continue to blame team members or other teams for blocking progress. Despite your feedback and coaching, Lee hasn't taken action to resolve these issues.
- Your team members have shared that Lee has rarely engaged with them on the CI project.

#### Performance objective - Provide regular progress updates

- Frequently during team meetings, you had to remind Lee to provide their progress updates.
- When prompted, Lee typically said they didn't have the details but offered vague updates, leaving the team unclear on priorities or business activities.
- When you raised it, Lee said they were too busy to prepare updates. It was discussed during the mid-year review that performance was off-track, and an improvement was required.
- To encourage improvement, it was agreed that Lee would share their progress update with you in advance of team meetings, but Lee only followed through on this once.

#### Development objective: Building confidence in having challenging conversations

- Despite ongoing feedback and coaching, there has been limited progress.
- More recently, Lee has started to become defensive when receiving feedback or having challenging conversations, often blaming others or not listening to ideas.
- You've given Lee feedback this behaviour doesn't align with our values and emphasised the need for Lee to be curious and show more care in how they talk to others.

#### Overall goal for this performance review discussion:

- Ensure Lee understands they are not meeting two of their performance objectives and have not consistently lived our values. Both have impacted team performance.
- Explain as a result, they may receive a reduced STIP outcome in March — either 75% or none, and that their performance will be calibrated with other leaders to ensure fairness.
- You may want to try to understand why it has been such a challenge for Lee to meet their objectives this year (they met them last year).

## 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 Lee to acknowledge and take on board the feedback.
- To ask about why Lee has not been able to turn around this situation.

### Part 3 – Looking forward

Skills to practice:

- How to make next year a different year – being clear that it has to be different/better
- 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 that they are not going to achieve their Performance 6, and what this may mean in terms of their STIP outcome.