MODULE OVERVIEW

Development conversations: Moving past the annual review

Adaptive module | ~20 min

58% of business leaders believe the traditional annual review produces neither engagement nor performance (Deloitte). This module puts in place what replaces it: a development conversation, prepared jointly and kept separate from pay. It is aimed at both people involved, the one who prepares and the one who leads, and complements KPIs and OKRs with a four-zone matrix that brings out what the team member enjoys doing, not just what they do well.

LEARNING OBJECTIVES

01 Distinguish the development conversation from the annual review, and keep it separate from pay.

02 Prepare the conversation jointly, based on open questions shared at least two weeks in advance.

03 Structure the conversation using KPIs, OKRs, and the four-zone matrix: enjoyment, aspiration, compromise, resistance.

04 Lead the discussion from a listening stance: successes first, then how well manager and team member work together.

WHO IT'S FOR

Team members who want to take charge of their development, and managers who want to lead this conversation as partners in growth.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- OKRs – Andy Grove (Intel), popularized at Google by John Doerr.
- Active listening – Carl Rogers.
- Four-zone matrix (enjoyment / aspiration / compromise / resistance) – Partitio consultancy.
- Check-in / development conversation – inspired by the Adobe model.

SOURCES & REFERENCES

- Deloitte – 58% of executives believe the traditional annual review drives neither engagement nor performance
- Adobe – the "Check-in" system reduced voluntary turnover by about 30% and saved about 80,000 hours of management time a year
- Google – popularization of OKRs (Objectives and Key Results)
- Deci & Ryan (2000) – autonomy, competence, and relatedness in motivation

Module created by Afthonios.com.

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