

### Duo Review

The purpose and intention of the duo-review is to learn from one another what you appreciate about one another and what you can improve upon in order to create a better relationship and more success in the workplace. A sense of vulnerability for both parties allows for a more powerful conversation. (Because there isn't equal vulnerability simply because the supervisor is in a position of authority and the employee is not, *the ability of the manager to truly be open to hear constructive feedback is critical to the success of this process.*)

**Where to hold the Duo Review:** Hold the duo review in a neutral space – so not in your office, perhaps in a conference room or go for a walk, or grab lunch or coffee outside of the office. If you have a particularly sticky topic to address consider staying in a private setting.

**How the conversation should go:**

Each should prepare the Duo Review Form prior to meeting.

With the supervisor starting each section and the employee finishing...

1. What you appreciate about one another
  - i. Can be work or personal related, try to do both
2. Opportunities for improvement. Ask how you can be a better manager/employee – use the feedforward approach
3. Ask clarifying questions and find out what help, support or guidance may be needed
4. Elephants in the room – don't brush over this. Ask for ideas and suggestions.
5. Review progress on prior commitments from last review
6. Say what each is committed to doing in the next 3 months to keep in alignment with what's working and improve in the areas suggested
7. Initial one another's filled out form and provide each other a copy

### SMART Goal Setting

Developing sound goals is critical to managing your employees' performance. When you ask your employees to write their goals, teach them to create S.M.A.R.T. goals that support your own goals for the same period.

A S.M.A.R.T. goal is defined as one that is specific, measurable, achievable, results-focused, and time bound. Below is a definition of each of the S.M.A.R.T. goal criteria.

**Specific:** Goals should be simplistically written and clearly define what you are going to do. Specific is the What, Why, and How of the S.M.A.R.T. model.

**Measurable:** Goals should be measurable so that you have tangible evidence that you have accomplished the goal. Usually, the entire goal statement is a measure for the project, but there are usually several short-term or smaller measurements built into the goal. Ensure that the goal is a leading (not lagging) indicator.

**Achievable:** Goals should be achievable and realistic; they should stretch you slightly so you feel challenged, but defined well enough so that you can achieve them. You must possess the appropriate knowledge, skills, and abilities needed to achieve the goal.

You can meet most any goal when you plan your steps wisely and establish a timeframe that allows you to carry out those steps. As you carry out the steps, you can achieve goals that may have seemed impossible when you started. On the other hand, if a goal is impossible to achieve, you may not even try to accomplish it. Achievable goals motivate employees. Impossible goals demotivate them.

**Relevant:** Goals should be relevant to your long term planning or objectives. Consider the company's strategic goals and perhaps align your personal goals with these.

**Time-bound:** Goals should be linked to a timeframe that creates a practical sense of urgency, or results in tension between the current reality and the vision of the goal. Without such tension, the goal is unlikely to produce a relevant outcome.

### **S.M.A.R.T. Goal Questionnaire**

**The initial Goal is:**

1. **Specific.** What will the goal accomplish? How and why will it be accomplished?
2. **Measurable.** How will you measure whether or not the goal has been reached? Is this a leading indicator?
3. **Achievable.** Is it possible and realistic? Have others done it successfully? Do you have the necessary knowledge, skills, abilities, and resources to accomplish the goal? Will meeting the goal challenge you without defeating you?
4. **Relevant.** Is the goal worthwhile and will it meet your needs? Is the goal consistent with other goals established by the company? Will the goal help the company achieve long term plans?
5. **Time-bound.** What is the established completion date and does that completion date create a practical sense of urgency?

**The Revised Goal is:** Begin with "I will..."