PERFORMANCE IS A CYCLE, NOT A CONVERSATION

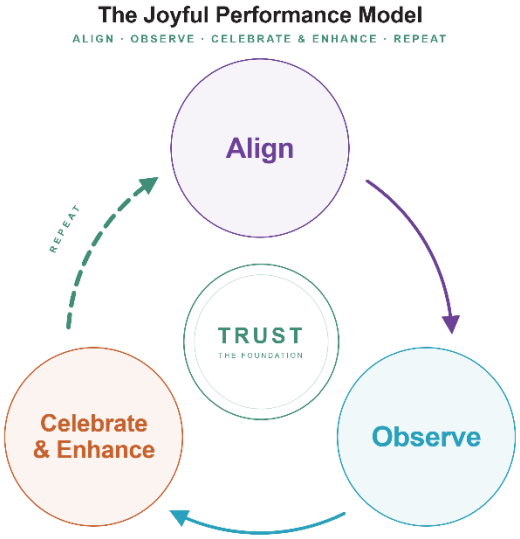
Repeatable steps that turn effort into results

- **Only about one in five employees strongly agree they have a clear definition of what exceptional performance looks like in their role.**
- **Only 23% strongly agree they get the right amount of recognition for the work they do, and those who do are four times more likely to be engaged.**
- **Managers account for at least 70% of the variance in employee engagement scores across business units.**

Gallup, U.S. Employee Engagement Declines From 2020 Peak, 2026; Gallup, A Great Manager's Most Important Habit, 2024; Gallup, State of the American Manager, 2015

The annual review is not the system

Most businesses treat performance as an event: a form, a rating, and a conversation once a year. Then they wonder why nothing changes between events. Performance is not a conversation you have. It is a cycle you repeat regularly, anchored in a trusting relationship.



Align - Set expectations and agree on what good looks like.

Observe – View those expectations in action.

Celebrate & Enhance – Celebrate what went well, identify the gap, and plan to enhance.

Repeat – With each cycle iteration, skills and performance improve, driving business results.

TRUST. The foundation is a trusting relationship. With it, expectations feel like partnership, observation feels like support, and feedback leads to real improvement.

Run the cycle.

The answer is not another incentive plan or another piece of software. Teach this model and run it consistently with the people you already employ. That is where the numbers move, and it is where joy at work comes from.

Want help building this into your business? Let's talk.

Want to dip your toes in first? Join The Joyful Leadership Lab, a free monthly discussion group.

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