


# Reviews are a *two-way street.*

> *Ask how the employee can grow. Then ask how we can.*

The annual performance review is fading, and for good reason. Gallup found that only 14% of employees strongly agree their reviews inspire them to improve. A once-a-year conversation built around a form rarely changes anything.

But there's a deeper problem. Most reviews ask only one question: how can this employee get better? It's a fair question, but it's only half the picture.

**A review should be a two-way street.**

The employee grows, and so does the organization, because the leader is willing to learn from the person across the table. Your people see what you can't: where processes break down, where our values and reality drift apart, and what's happening on the front line.

Start with every new hire. After their first 90 days, the New Eyes, New Truths exercise asks three questions: Tell me about you. Are we living up to our values? What could we do better? New employees see clearly before they accept the status quo.

Then build on that with the Engagement Pulse exercise, which helps you hear what's really going on across your team. Both exercises are free in our Resource Center.

Alongside these exercises, practice building trust. Hold regular, short meetings with direct reports about anything other than work: their family, their interests, what's on their mind. People who feel known tell you the truth.

**But none of it matters if leaders don't walk out what they talk about. Treat people with respect and appreciation.**

**At Boaz Strategic, we develop leaders who learn from the people they lead.**