Management Performance and Development Review

Guidiance

Working at AAU must be meaningful for everyone and we must have the opportunity to develop our personal and professional potential. This means that everyone must have the opportunity to continue to develop, and to contribute to the organisation’s ambitions and development, regardless of experience. This is the starting point for the AAU material on the management performance and development review.

The annual management performance and development review is an opportunity for joint dialogue and reflection between a manager and their superior on the manager’s well-being, motivation, competencies and development. It is an opportunity to take stock and look beyond day-to-day operations and view the manager’s task completion in a larger context. The manager’s superior also has the opportunity to give feedback the manager’s work and the way the manager contributes to the core task. The purpose of the review is to ensure a connection between the manager's development and learning and the development of the organisation.

The AAU management performance and development review concept is built around Tønnesvang's medarbejdervitaliserende samtale [staff vitalising dialogue] with a focus on the individual as a whole and their motivation for developing their competencies, potential and well-being (Tønnesvang, Schou and Hansen, 2020). The ‘staff vitalising dialogue’ is built around four basic psychological needs that are relevant for all people: that you feel you master your tasks, that you can see meaning and direction in your tasks, that you experience belonging and collaborating with others, and finally that you feel acknowledged with the opportunity to use your potential.

Here is an overview of your tasks and responsibilities in the processes for conducting the management performance and development review both as manager and manager’s superior.

Enjoy!
### 1. Preparation

**Manager’s superior**
- If necessary, inform the management team about the management performance and development review, including whether there is a special focus in this year’s round of reviews.
- Consider how your managers contribute to realizing and translating policies, strategies and visions into their management practice (use the interactive links in the dialogue guide)
- Send an invitation and material to managers well in advance (guidance, preparation sheet and dialogue guide)
- Prepare your feedback to the managers
- Assess whether any of the managers should be offered a senior interview

**Manager**
- Prepare for the review based on the preparation sheet and possibly with inspiration from the dialogue guide and guidance for staff members

### 2. Dialogue

**Both manager and manager’s superior**
- Feel free to print the dialogue guide in A3 as a joint tool
- Start the dialogue by aligning expectations: Which of the four dimensions do you start with, and what else is important to discuss?
- Use the questions as inspiration for dialogue and to create a shared understanding of the manager’s current situation and potential for development and learning
- Prioritize the dimensions that are particularly current and relevant

**Manager**
- Consider sharing your practice areas and trial activities with your management team
- Make any follow-up agreements with your management team

### 3. Competence development plan

**Both manager and manager’s superior**
- Complete the competence development plan in conjunction with the manager
- Allow plenty of time – minimum 15 minutes
- Consider competence development as more than formal training
- Be realistic, e.g. 1-2 (specific) practice areas/trial activities
- End the dialogue by talking about the management performance and development review concept – has it worked, or what should be done differently next time?

**Manager’s superior**
- Record the competence development plan in the manager’s personnel folder in WorkZone

### 4. Follow-up

**Manager’s superior**
- Consider providing comprehensive feedback to the management team after a round of reviews (common trends, patterns across the reviews)
- Consider holding status meetings or ‘mini management performance and development reviews’ as a follow-up to agreements in the competence development plan

**Manager**
- Consider sharing your practice areas and trial activities with your management team
- Make any follow-up agreements with your management team
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Materials

Dialogue Guide

Preparation sheet

Competence development plan