

HOW TO MANAGE YOUR PERFORMANCE REVIEW AS PART OF THE SENIOR MANAGEMENT TEAM

PREPARED BY



FOOD RECRUIT

PASSIONATE • HONEST • RELIABLE

794 High Street, Kingswinford,
West Midlands, DY6 8BQ

WWW.FOOD-RECRUIT.COM
SCOTT.WILLIAMS@FOOD-RECRUIT.COM
01384 470822



Performance reviews are a positive thing; yes, they really are - let me explain. Professor Maxwell Maltz wrote a world-famous book called Psycho-Cybernetics based on his work with patients undergoing surgery.

Through his research, he identified human drivers we all possess around self-esteem and fulfilment.

His book went on to help millions of people improve their professional and personal lives, which are naturally linked to their success.

So, how can we consistently succeed in our Senior Management role?

An action that has worked for so many people over the years is to use their performance review to collect useful feedback on what is working and what is not and how to excel in their role.

In this report, we will be covering several key areas, including.

What is a performance review?

- How a performance review can improve your performance
- Six critical ways to prepare for your review
- How to manage the remote working and compensation conversation

Ready to get started?



Scott Williams
Director, Food Recruit – Search & Selection



I wasn't always the M.D. of [Food Recruit](#). I started life as a Supply Chain Manager in the food manufacturing industry with the drive and ambition to get better.

I realised that would take work, and my performance would need to improve on every level.

One of my first focus points was collaborating with my manager to make sure I was hitting my objectives and had guidance on the next steps I would need to take to overachieve my goals.

Before we dive into the tactical side of performance reviews from your perspective as a Senior Manager, it is important to understand what a performance review is and why it is important. This will give you the foundation to use your review more effectively to drive your results.

What is a Performance Review?

A performance review is a two-way conversation between your direct manager and you about your:

- performance impact,
- results,
- development,
- and growth;

Related to the objectives you were set as part of your onboarding and review process when you joined your organisation or each year at annual appraisal time.

Depending on the size of your company, it is a key component of their performance management strategy.

Traditionally, performance reviews have occurred once a year and have focused on evaluating past performance.

I am not a huge fan of the yearly performance review. My experience working with hundreds of Senior Management candidates and their hiring managers over the years has convinced me that feedback, be that positive or developmental, should be ongoing.

However, I understand why companies rely on them and how they help employees grow within their roles and department.



The reality is performance conversations can help you improve your performance when both you and your manager engage in the process.

On a positive note, reviews are now changing, and as a Senior Manager, this is good news for you. Later in the report, we will share how you can use this to your advantage.

So, let's look at the benefits of engaging with the performance review process.

How Performance Reviews Can Improve Your Performance

Why are performance conversations important? Because they have a significant impact on your success and that of your company too.

Discussing performance isn't always easy. It is tough for managers to give feedback and even harder for you to receive it. I understand that.

However, a performance review with both parties engaged in the process can make an enormous difference for all concerned.

- It helps you identify your goals.
- Share what you need help with and any challenges you face; managers are good, though not mind readers!
- Opening opportunities to discuss feedback, both positive and developmental.
- Creates a conversation on how to get even 'better' at what you do.

Knowing all the benefits a performance review can bring you as a respected Senior Manager in your organisation, how can you prepare?

How to Prepare for Your Performance Review

Before I give you some gems of wisdom here, I need to state the obvious. Not every Food Manufacturing line manager you work with will be perfect, especially when it comes to conducting a performance review.

However, it is important to address what some of you might be going through about your current manager, who could be displaying signs of the typical "less than perfect boss".

We have all experienced ineffectual and disorganised managers and others who bully, do not listen and play favourites in our careers.



TIME FOR REVIEW

Deep down, we all know people like this rarely change and, therefore, what our alternatives are; stay and put up with it or move on.

If practically staying is your best option, getting your performance review working for you is even more critical.

Alternatively, if you are considering a move, drop me a line here and let's at least have a conversation. Remember, we are in a vacancy rich market now, and here at Food Recruit, we have multiple [Senior Management roles](#) available that our clients want to fill.

Now that conversation is out of the way, let's get on to your review. The good news is management training has improved dramatically over the last few years, and most managers are better at what they do and are open to receiving feedback from their team on their performance too.

Something to consider as you prepare; your manager is a human being. Today, we all are part of a workplace where everyone is expected to 'achieve' more because of our available resources.

Your manager is likely to be spinning multiple plates, of which running performance reviews is just one thing on their to-do list; remember they have performance objectives to achieve from their manager in the same way you do.

Come to the review process with the thought that we are all doing our best to achieve the success we all want, and you might be surprised how your performance review proceeds.

Ok, let's start preparing.



1. Start With The End in Mind

Preparation and planning are the cornerstones of achieving an exceptional performance review.

The well-known leadership author Stephen Covey authored [The 7 Habits of Highly Effective People](#); it is well worth spending £ 7 on grabbing a copy. One of the habits he shared through his research of effective people was to decide what you want to achieve first and work back from there.

Let me explain.

Let's say you are a General Manager who wants to become a Site Director within your company. What will you need to demonstrate consistently over the next few months and longer to establish that you are the ideal person for the role?

Achieving your performance objectives will be your first starting point. Having worked with Senior candidates for over 6 years, I have never met one who was promoted who didn't tick all their performance objectives.

You may be reading this report from a different period of your own review process.

The key thing to remember is to make sure you know what exceeding and achieving means when it comes to the objectives you have been set.

As an employee of your current company, you will have specific performance objectives to hit and values and behaviours to demonstrate.

Let's look at objectives first and a pro tip that many employees do not appreciate.

Let's say as a General Manager, one of your performance objectives is to improve yield, increase line uptime and maximise days without incidents on the site Health & Safety agenda.

Knowing this, you now understand what you need to do. You know that you need to address any yield loss with collaboration from production, engineering and technical. To increase up time you need a fully engaged Engineering team with a clear preventative schedule and a steering committee for Health & Safety targets and adherence.

The challenge for many people is that they take their objectives at face value without thinking through a plan to achieve or exceed the objectives they are set.

If you aren't sure of the detail around how to achieve something, talk to your manager, especially if you are new to an organisation.



It's the same when it comes to values and behaviours your company want to see you demonstrate.

Our values and our behaviours drive our actions which drive our results. For example, the following behaviours might be listed for a Senior Manager in your company.

- Accountability
- Flexibility
- Curiosity and Openness
- Proactivity
- Respect for all

A question for you?

In your company or organisation, do you know what accountability looks like? What about proactivity? As a task, make sure you have examples as a guide.

I recently talked to a Production Manager candidate who wanted to leave his company as he was constantly talked over during team meetings, and his ideas were dismissed.

His team members were not displaying curiosity and openness and certainly not respect for all.

What a shame for them as the man I am referring to went on to easily secure a new role in a company who were delighted with the creativity and innovative ideas he brought to her role.

A classic example in this case of poor behaviour from individual team members creating poor results for the organisation.

2. The Devil is in The Data

You have put in the demanding work of planning and prioritising what you need to do to hit your objectives. The next key step is to document evidence of what you are doing and the results you are achieving.

We tend to get diligent about tracking our wins when it's time to ask for a pay rise.

Unfortunately, not everyone takes a disciplined approach to writing down their accomplishments throughout the year.



Start a list, and jot down things that you do well and are achieving as they happen.

Be specific: Did you successfully pitch to a prospect, deliver an important analysis three days before the deadline, offer a helping hand when a co-worker was swamped, or lead a new employee onboarding?

Please write it down now so that you don't have to scramble to find examples the night before your review.

Such a straightforward thing to do that many people forget. Many Senior Management CVs we see don't do justice to the individuals in question.

Contrary to popular belief, keeping your own brag/achievement file is a good thing.

3. Ask For Regular Catchups Ahead of Your Review

As I alluded to earlier, your manager is not with you every second of your working day. If you do not have regular catchups where you are open about how everything is going in your management role, they will not have the detail at the level you do.

You may or may not have regular catchups/mini-reviews with your manager. If regular reviews are not commonplace in your company, be bold and ask for interim conversations. They don't need to be a formal affair, though they will demonstrate your commitment to the role to your Senior Manager.

The beauty of interim conversations like this means that you consistently review past performance so that tweaks can be made and results are achieved. There is nothing worse than turning up to a review and discussing something you didn't understand or were annoyed about that happened eight months earlier.



4. Be as Prepared as Your Manager

Depending on whether you have managed people yourself, a fact to be aware of is that your manager will appreciate the enthusiasm, honesty, and positivity you bring to the process.

Ask ahead of time for an agenda, the review time frames, and what will be discussed. If this is a more formal yearly review, you should expect time to prepare.

Your preparation ahead of time and the data you have collected can now be aligned to reviewing your objectives, behaviours, and future goals.

As a rule, your manager will take the lead and ask questions. If you have followed the suggestions I have made, you will be well prepared to answer in detail.

Here are a few examples of questions they might use.

- What results from last month/quarter/year are you most proud of?
- How did you achieve X, Y or Z?
- What disappointed you about your performance?
- What will you stop, start, and continue next month?
- Tell me more about what happened with A, B or C?
- What roadblocks are in your way?
- What impact has your performance had on the company?
- How can I support you as your manager?

Many managers we work with as [specialist recruiters](#) in the Food Manufacturing sector will share their disappointment that team members don't answer the questions they have about their performance or avoid going into detail about their highlights, challenges and what has been happening for them in their role.

Don't let that be you.

5. Accept Feedback as a Gift

I know some people think there is irony in this phrase, yet the truth is how can we improve unless we are given both motivational and development feedback on how we perform, what we are doing well that we could do more of to get better?

Mastering the art of receiving feedback is one of the most important things you can do as a human being.



Receiving praise and recognition is fantastic, and hopefully, your review will have this as its main theme. However, as human beings, we live in a world where mistakes happen, and it is always a good idea to own yours and share them with your manager.

Ahead of your review, here is a suggestion to make your feedback session run well—document everything you want to share.

- What you are doing well and your standout achievements.
- Your challenges.
- What went wrong for which you were accountable.
- How could you improve in your role?
- Your development and training needs
- Ideas you have to improve your own and the companies results in the future

6. Ask Questions and Take Notes

Performance conversations should be two-way, so make sure you ask questions and take notes. When your manager makes suggestions on improvements you could make and what you are doing well, write them down.

When it comes to questions, I have listed a few that always work well below that will flow naturally throughout the conversation; if they don't, make sure you ask them at the end.

- What do you think were my highlights?
- What am I doing well, and where could I improve?
- What does the future hold for me here?
- What projects could I be involved with?
- What additional training do you think I need?

Before we bring this report to a close, let us talk about opportunities for growth and development and the compensation and benefits conversation.

Assuming you want to develop: Is there an opportunity for growth in your current role or company? Unless you have asked the question, you do not truly know.

If the answer is 'no,' you may decide to develop your career by moving to another company. If you want to have a confidential conversation about this, then, of course, give one of our team a call here -> **07835426149**



Let's talk about compensation, benefits and work flexibility.

We are currently in a volatile hiring market, which is highlighting discrepancies in salaries and compensation in some food manufacturers.

Alongside this, some companies have embraced flexible working and improved technology over the past few years, and some have not.

Here are a few questions to ask yourself honestly.

- Am I being underpaid for my current Senior Management role, or could the changes in the market mean I could earn more?
- If I want to develop and grow, do I need to make a move?
- Realistically, I can deliver the objectives of my role working from home or in a hybrid role, so will my company be flexible?

All good questions to ask, which takes us back to the start of the report; decide what you now want.

We are in a unique hiring market at the moment, and as a high performing Senior Management role, you have many options open to you, which starts with a conversation with your manager.

Once you have decided how you would like your career and compensation to work, ask your current manager what is possible. Being honest and transparent in this way works for all concerned.

As an [experienced specialist recruiter](#) in the sector, we ask all the candidates who come to us for career advice if they have discussed what they want with their current manager.

Your manager might be flexible, and they might not, though you won't know until you ask.



Are you currently looking for ways to improve productivity? If you would like to find out how our expert recruitment services can help find you the talent you need to expand your team, get in touch with me by calling [07835426149](tel:07835426149) or emailing hello@food-recruit.com and let's start improving your customer experience

Scott Williams
Director

What to do next?

Connect with me on LinkedIn



To book a confidential call, please click here





About Food Recruit

With a proven blend of knowledge, research and contact network, we source candidates who meet your specific needs.

Helping Blue Chip, SME & Start Ups source their critical hires. We identify and nurture the best Food Manufacturing talent across the UK and internationally.

Matching both your expectations and candidate aspirations, we ensure you are the right fit for each other providing a professional and personal service.

Over 10 years practical Food Supply Chain & Business Development experience. Over 5 years search & selection and CIPS (Chartered Institute of Purchasing & Supply) certified. We have an unrivalled industry network allowing us to source exceptional candidates that meet our clients needs

Whether you are looking to fill a void left by a departing senior colleague, you are looking to up skill the team or looking to grow or diversify your board – Please get in touch to arrange a discovery call.





About Scott Williams

I started my career in the Food Manufacturing industry back in 2007 as a Forecast Analyst for one of the worlds largest value-added food producers. Progressing through the business, I oversaw the £90m supply of poultry, duck, seafood and dim sum into Manufacturers, Foodservice, Retailers, Cash & Carries and QSR Restaurants.

Wanting to round my CV with a more commercial perspective, I moved to a competitor as Business Development Manager looking after the same market.

Fast forward to 2016, and unfortunately, I found myself redundant due to my home working role becoming office-based.

It was at this stage that I was approached by a reputable local Automotive and Engineering recruitment consultancy, looking to establish a footing in the Food & Drink market.

Although I had not previously considered recruitment as a chosen profession, as experience as a hiring manager and indeed a candidate, I knew my market well, and so it made a logical step to take.

Progressing through the business from Senior Consultant to Group Business Development Manager, I honed my skills and provided leading talent to Food Manufacturers in an industry I had worked in my whole career.

A similar story to most, the pandemic then hit, and I had a chance for some self-reflection and I took the opportunity to launch my business Food Recruit – Search & Selection in September 2020.

I partner with clients from startups to SME's through to Blue Chip brands across the UK and abroad. My professional, flexible and solutions-driven approach has enabled me to work with the industry's well-known names, staying humble and hungry for success.

It is this hunger that drives my service and determination to disrupt the market and make Food Recruit – Search & Selection the go-to name in the Food Manufacturing sector.



Testimonials

What you need when you are recruiting is someone who understands your requirements, who can put themselves in your shoes as they sift through the masses of CVs for the candidates that are appropriate for your needs.

Anybody can throw CVs at a client, but very few can throw the right ones and the certainty that the skillset and cultural fit are aligned to the client's needs.

With Scott, you get someone who has the industry knowledge within Procurement & Supply Chain, he just gets it because he has done it, he also has integrity in abundance, something that can be overlooked as we play our part in the "recruiting game".

Other recruitment organisations should take a good look at themselves and understand you don't need salespeople to recruit, you need subject matter experts who know what their clients are seeking.

Would I use Scott again? Absolutely, in a heartbeat!

ANDY NEILSON FCIPS, FCILT

It is an absolute pleasure to work with Scott.

Open, honest, collaborative and communicative, Scott mixes utmost professionalism with humour and personality which makes the (often painful) process of finding top talent a pleasant experience.

Scott takes the time to fully understand the needs and personality of the organisation before recommending candidates but still delivers within often very often tight timescales.

I look forward to working with Scott again and have no hesitation in recommending him to support your executive search.

HEAD OF HR