



Leading a High-Impact Review Cycle

Equip leaders to drive a fair, consistent, and effective review cycle that strengthens performance, clarity, and talent decisions across the organization

The Why

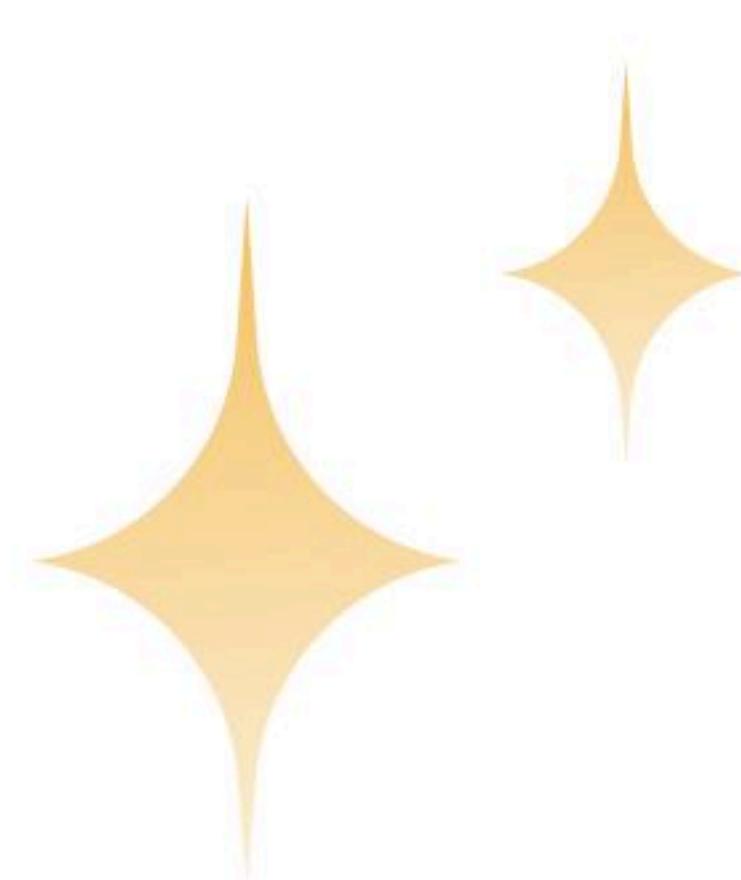
Performance reviews are a core part of organizational health and talent management – not a compliance step.

A strong review cycle gives leaders:

- Clear visibility into performance distribution
- Data to inform promotion, compensation, and succession decisions
- Insight into engagement and team effectiveness
- Confidence that evaluations are fair and consistent

Your role:

- Set expectations
- Ensure consistency
- Champion fairness
- Reinforce follow-through



What to expect

Stage	What Happens	Your Role
Launch	HR opens the review cycle	Communicate expectations, standards, and timelines to your managers. Reinforce why the process matters
Self-Reviews	Employees reflect on performance	Encourage managers to set the tone for honest, timely participation across their teams
Manager Reviews	Managers assess performance	Ensure managers use data, avoid bias, and write clear, specific evaluations
Calibrations	Leaders align ratings and recommendation	Come prepared with data. Advocate for fairness and consistency across teams
Review Conversations	Managers have 1:1 conversations	Reinforce the importance of high-quality, forward-looking conversations. Model strong leadership behaviors
Action & Follow-Up	Goals and plans are implemented	Hold managers accountable for documenting and following through on development plans

Keys to effective leadership during review cycles

✓ Set Clear Expectations

- Define what quality looks like in reviews and conversations.
- Ensure managers understand rating standards and criteria.

✓ Push for Consistency & Fairness

- Support a shared definition of performance across the organization.
- Use calibration to correct inequities and misalignment.

✓ Drive Accountability

- Follow up on completion, quality, and timeliness.
- Ensure development commitments become ongoing actions.
- Lead by example. Complete your own reviews, calibrations, and follow-up steps on time and with the level of quality you expect from your managers.

✓ Use Data to Inform Talent Decisions

- Leverage review insights to strengthen succession, promotions, and team structure.

Bias Watch

⌚ Recency Bias

Evaluate performance across the full review period—not just recent outcomes.

👤 Affinity Bias

Assess impact and results, not similarity in style, background, or approach.

↳ Leniency / Severity Bias

Apply consistent standards across teams using calibration and shared benchmarks.

Leverage Your 15Five Tools

✓ Engagement Signals (Check-ins & 1-on-1s)

Spot challenges or friction points early.

✓ Objectives

Connect individual and team contributions to company priorities.

✓ Best-Self Review® Insights

Identify top talent, development needs, and risk areas.

✓ Calibration Tools

Ensure rating alignment and reduce bias across teams.

✓ AI-Assisted Reviews

Elevate review quality, strengthen feedback, and reduce bias at scale.

Your Role in the Bigger Picture

Leaders define the performance culture.

When leaders champion the review cycle:

- Managers take the process seriously
- Employees feel the system is fair
- Talent decisions become clearer and more defensible
- Development becomes part of the operating rhythm
- Strong review cycles make strong organizations.

Need help?

- Review Best Self Review resources in the [15Five Help Center](#), including guidance on calibration, talent insights, and performance standards.
- Connect with your **HR Business Partner** for support on calibration strategy, rating alignment, or organizational messaging.
- Encourage your managers to leverage **15Five's AI-Assisted reviews** to ensure they deliver high-quality, clear, and bias-aware feedback at scale.