



Navigating Review Cycles in 15Five

Lead fair, consistent, and high-impact performance conversations that drive engagement, growth, and alignment

The Why

Performance reviews aren't standalone events – they're the natural outcome of ongoing coaching and connection.

In 15Five, the Best-Self Review® brings together the full picture: Check-ins, 1-on-1s, Objectives, and Feedback. This context helps you evaluate performance objectively and coach intentionally.

Your role as a manager is to:

- Create clarity
- Celebrate impact
- Coach for growth
- Strengthen trust and accountability



What to expect

Stage	What Happens	Your Role
Launch	HR opens the review cycle.	Review the timelines, templates, and expectations. Communicate clearly with your team about what's ahead.
Self-Reviews	Employees complete their self-assessments.	Encourage your team to reflect honestly, leverage AI. Assist and submit on time. Their input provides key context for your evaluations.
Manager Reviews	You assess each direct report's performance	Use data, not memory. Reference Check-ins, Objectives, 1-on-1 notes, Feedback, and High Fives.
Calibrations	HR Leaders align ratings and recommendations.	Be prepared to advocate for fairness and consistency. Use examples and data to support your perspective.
Review Conversations	You meet 1:1 with each team member	Discuss performance outcomes, growth opportunities, and next steps. Listen actively and co-create development goals.
Action & Follow-Up	Insight turns into action	Add goals, development and action plans to Check-ins and 1-on-1s. Keep recognition and accountability visible.

How to write a strong self-review

✓ Prepare well

- Remember that the outcome of the conversation is to ensure that you and your employee have clarity on their performance, rating/ designation, and expectations moving forward.
- Read the full review – self, peer, upward, and manager inputs, plus past cycles.
- Look for themes: strengths, challenges, and engagement signals.
- Identify one or two messages you want to anchor the conversation around.

⚖️ Balance candor & care

- Lead with curiosity: "How do you feel about your progress this cycle?"
- Celebrate wins before discussing areas for improvement.
- Focus on behaviors and results, not personality or style. ("You consistently met deadlines," not "You're reliable.")

🤝 Co-create next steps

- Ask: "What do you want to learn or achieve next?"
- Connect growth goals to business outcomes.
- Log action items in 15Five for visibility and accountability.

Bias Watch

⌚ Recency Bias

Don't overweight recent performance – review the full cycle.

👤 Affinity Bias

Avoid favoring those who share your background or style – focus on outcomes.

↳ Leniency / Severity Bias

Use calibration discussions and data as a guide.

Leverage Your Tools

✓ Check-ins & 1-on-1s

Weekly insights into progress, challenges, and wins

✓ Objectives

Show how individual contributions ladder up to company priorities

✓ Feedback & High Fives

Tangible examples of impact and collaboration

✓ Private Manager Assessment

Capture promotion readiness and compensation considerations

✓ Calibrations (if applicable)

Use clear examples and data: "Improved X metric by Y%."

✓ AI-Assisted Reviews

Strengthen the impact of your feedback while reducing evaluation bias.

Your Role in the Bigger Picture

Managers are the single biggest driver of engagement and performance. Reviews are your opportunity to model fairness, transparency, and growth-minded leadership. When you treat these moments as coaching opportunities – not evaluations – you turn performance management into a meaningful lever for development and results.

Need help?

- Review manager specific training materials in the 15Five Help Center.
- Connect with HR for calibration or communication guidance.
- Leverage 15Five's AI Assisted reviews to strengthen review comments and prep for conversations to deliver high-quality, data-rich and bias-aware feedback.

[Visit Help Center](#)