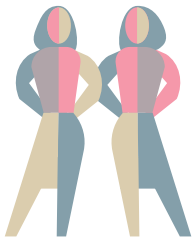


Let everyone know in advance, that the meeting is dedicated to evaluation of a certain topic/project and let them prepare.

Choose a facilitator – her/his role can be:

- 1 Ask questions
- 2 Summarize
- 3 Paraphrase
- 4 Instruct
- 5 Mirror (especially when emotions are involved)

Facilitator is active member of the discussion, she/he should have an overview of what's been said but also ask questions if there's something missing



Start with setting up ground rules (facilitator should know them beforehand and be able to explain them to others).

Rules can be:

- 1 How long should the meeting be (individual time)?
- 2 Are we directly reacting to one another (Interrupting)?
- 3 If something needs more time, we will have a separate meeting (parking strategy)
- 4 If it doesn't involve everyone, have a separate discussion



POINTS OF EVALUATION

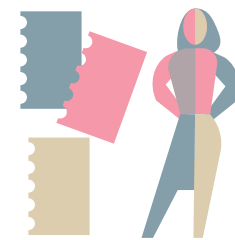
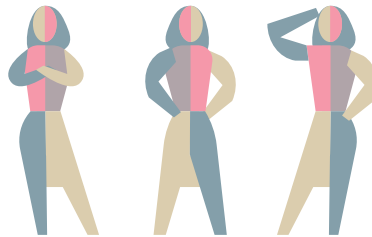
(three points from each/per person):

First set up areas to evaluate

- 1 What was good and we should keep for the next time?
- 2 What didn't go so well, what we want to change (try to be as concrete and fact based as possible, give concrete suggestions for improvement)
- 3 What support do we need (from team members, head of the project, ect.)

With the three points we should always start about ourself, not pointing at each other

- If we feel like there's something good or bad that should be said about someone else, we can then add it.
- Then we should make a sum up and overview of the project and it's future.



There should always be a written notes from the evaluation meeting (not by facilitator)

- With the points what should be done differently, we should also set up concrete persons responsible and deadlines.
- When we "park" a subject, there should be already a date set up for that meeting or agreed upon responsible person to set up that meeting
- Anyone can suggest to "park" a subject. The head of the evaluation might insist on talking about it, but than the facilitator sets up some time limit
- The topics should be written down before the meeting and the facilitator will schedule them beforehand

5 WHYS:

With what went wrong try the 5 whys exercise – take one negative point and turn it into question, then try to find an answer, which you then turn into a question again – until you reach a question that has been already asked (and that's the issue) or you come up with the actual bigger problem:

- 1 Why didn't we have enough people working on the project?
– Because everyone is already overworked
- 2 Why is everyone overworked?
– Because we do too many projects.
- 3 Why do we do too many projects?
– Because...



Feedback as a crucial part of evaluation process:

- 1 Based on facts (not emotions) and if emotions are involved, better set up a personal meeting with the individual, ideally before the evaluation meeting
- 2 What's the impact? (When this happened, this it what it did – to the project, team, individual)
- 3 What I need and what I thank for



Evaluate SMARTly

The outcome of each evaluation meeting should be SMART goals

(always written down):

- Specific, Measurable, Acceptable, Realistic, Timing
- Create an action plan

