

# The Performance Snapshot

## Where It Fits in Your Development Cycle

Performance Management Reference — Session 7 | GD-OTS Decathlon Program

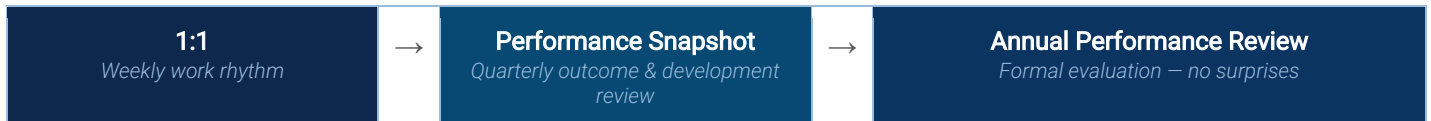
### THREE CONVERSATIONS — ONE DEVELOPMENT SYSTEM

The three performance conversations. Each serves a distinct purpose. Understanding the difference — and how they connect — is what makes each one more effective.

| 1:1 Meeting<br><i>Weekly rhythm</i>                                                                              | Performance Snapshot<br><i>Quarterly development</i>                                                                            | Annual Performance Review<br><i>Yearly evaluation</i>                                                                  |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| A regular check-in to manage work, clear blockers, and maintain the relationship between leader and team member. | A structured group conversation about — and with — the team member, focused on outcomes, development, and ETHOS accountability. | A formal evaluation of past performance against goals, typically tied to compensation, promotion, or talent decisions. |
| ↓ Frequency: Weekly                                                                                              | ↓ Frequency: Quarterly (or per rollout cycle)                                                                                   | ↓ Frequency: Annual                                                                                                    |

### HOW THEY CONNECT

The 1:1 keeps the work moving week-to-week. The Performance Snapshot goes deeper — it examines **outcomes, strengths, development areas, and culture** in a structured team conversation. The Annual Review then draws on what the Snapshot has already surfaced — so there are no surprises.



### WHAT THE PERFORMANCE SNAPSHOT DOES THAT THE OTHERS CAN'T

|                                          |                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Brings the team into the room</b>     | Encourages cohesiveness, transparency and communication within the team, unifying their work toward the team's strategic goals. The 1:1 is a leader–individual conversation. The Annual Review is top-down. The Performance Snapshot is a structured group conversation where peers, colleagues, and leaders all give voice — on the record, in the same room. |
| <b>Improves outcomes, not activities</b> | The Snapshot measures performance against the OBR — the outcome the person agreed to own. Not a task checklist. Not a goal that expired last quarter. A living standard of what good looks like in this role. It helps the individual and team identify ways to continually improve.                                                                           |
| <b>Produces SMART commitments</b>        | Every Snapshot closes with specific, measurable, time-bound commitments from the team member — and a concrete commitment from the leader. Both go on the 1:1 agenda the following week.                                                                                                                                                                        |
| <b>Documents Growth Over Time</b>        | Each Snapshot summary is a coaching record. By the time the Annual Review arrives, the evidence is already documented — strengths, development areas, ETHOS scores, and commitments kept or missed.                                                                                                                                                            |

## AT A GLANCE

|                     | 1:1 Meeting                  | Performance Snapshot                                       | Annual Performance Review             |
|---------------------|------------------------------|------------------------------------------------------------|---------------------------------------|
| <b>Cadence</b>      | Weekly                       | Quarterly                                                  | Annual                                |
| <b>Participants</b> | Leader — Individual          | Leader — Individual — Team                                 | Leader — Individual — HR              |
| <b>Focus</b>        | Work, blockers, relationship | Outcomes, strengths, growth, ETHOS, continuous improvement | Past performance vs. formal goals     |
| <b>Output</b>       | Action items, next steps     | Coaching summary + SMART commitments                       | Rating, compensation, promotion input |
| <b>Feeds into</b>   | Next 1:1, Snapshot prep      | 1:1 agenda, Annual Review evidence                         | Talent planning, compensation         |

## SELF-CHECK

Use these to identify which conversation you actually need:

### 1. Is the issue something that needs to be handled this week?

*Yes — it belongs on the 1:1. The Snapshot is not a fire drill.*

### 2. Do I have a complete picture of how this person is performing against their OBR — from multiple perspectives?

*No — that's what the Snapshot is for. The 1:1 gives you one view. The Snapshot gives you the room.*

### 3. Am I preparing for an annual review and realizing I'm working from memory?

*Run the Snapshot first. It produces the coaching record the Annual Review is supposed to draw from.*

***The Snapshot doesn't replace the 1:1 or the Annual Review — it makes both of them better.***



## QUICK REFERENCE GUIDE

For Use During the OBR / Performance Snapshot Process

### PRE-WORK CHECKLIST (COMPLETE 48 HOURS BEFORE)

| Manager Preparation                                                                                                                               | Logistics & Environment                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| ✓ Review the individual's current OBRs – Enablers, Key Activities, and any prior ratings                                                          | ✓ Private, distraction-free room – no walk-in interruptions |
| ✓ Reflect on 3 specific behavioral observations (strengths & development)                                                                         | ✓ Seating in a circle or arc (not across a desk)            |
| ✓ Prepare a culture fit observation: which ETHOS values have you seen them live out?                                                              | ✓ OBR document or printout for reference                    |
| ✓ Note 1–2 development area suggestions grounded in role outcomes                                                                                 | ✓ Timer or agenda visible to the group                      |
| ✓ Identify the STAR® Manager concept area most relevant to their primary development goal (for use as a coaching anchor in Phase 7 – Commitments) | ✓ Note-taking materials ready (pen/paper preferred)         |
| ✓ Review prior agreed actions – did they follow through?                                                                                          | ✓ ~20 min allocated per individual being reviewed           |
| ✓ Notify team 24 hrs in advance: who is the focus, what to reflect on                                                                             |                                                             |

### STAR® MANAGER CONCEPT AREA QUICK-MATCH

Use as a coaching anchor after Phase 4 – after development areas are identified. Reference the concept area the manager has already studied when guiding Phase 7 Commitments. Do not introduce during the group feedback discussion.

| Development Opportunity Observed             | STAR® Manager Concept Area                 |
|----------------------------------------------|--------------------------------------------|
| Setting direction / unclear expectations     | Setting Clear Expectations & Direction     |
| Feedback avoidance / difficult conversations | Coaching Conversations & Direct Feedback   |
| Accountability gaps / follow-through         | Accountability Systems & Follow-Through    |
| Team culture / behavior modeling             | Culture, Norms & Behavioral Standards      |
| Delegation, workload, or trust-building      | Effective Delegation & Trust-Building      |
| Self-awareness / rating gap > 3 pts          | ELA, Self-Awareness & Enquiry-Led Approach |
| OBR impact / strategic alignment             | Value Creation & Strategic Alignment       |

## PHASE-BY-PHASE GUIDE

| PHASE                         | ACTIVITY & KEY FACILITATOR PROMPT                                                                                                                                                                                                                                                                                                                                                                                                                            | TIME  |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>SETUP</b><br>CONTEXT       | <b>Gather context — then open the room</b><br>Confirm: name and role, first snapshot or which number, time since last, any meaningful recent change, one specific thing to address, who else is in the room and their working relationship.<br>Opening: “We’re here to have an honest conversation about [name]’s work and how we can help them grow. Not evaluation from above — a development conversation that works best when everyone speaks directly.” | 3 min |
| <b>1.5</b><br>CRITICAL METRIC | <b>State the critical metric — then ask what [name] can contribute</b><br>Give: “Here’s where we are on [metric]: currently at [plan vs. actual].” State it. Do not explain or justify.<br>Ask [name]: “Is there anything within your control you can contribute over the next six months that we’re not already doing to improve [metric]?”<br>Listen and note the response. No scoring.                                                                    | 2 min |
| <b>2</b><br>OBR REVIEW        | <b>Confirm everyone is working from the same page</b><br>“Before we share feedback, let’s confirm everyone is working from the same page. Here is [name]’s OBR — the outcome they’ve agreed to own. Any questions?”<br>If vague: “[Name] is fully succeeding in this OBR when _____. Fill that in and we’re ready.”<br>Note anyone for whom the OBR framing was new or surprising.                                                                           | 3 min |
| <b>3</b><br>STRENGTHS         | <b>Team first — Individual last</b><br>“What does [name] do well? Specific examples — not general impressions.”<br>If quiet: “What’s something [name] does that makes your job easier?”<br>After team: “[Name], anything you’re particularly proud of that hasn’t come up yet?”                                                                                                                                                                              | 5 min |
| <b>4</b><br>DEVELOPMENT AREAS | <b>Individual first — Team adds</b><br>“If nothing needs improvement, we’ve failed as a team. [Name], where do you see your own opportunities — the 1–2 things you most want to work on?”<br>“Which of those will have the most impact on the outcomes you own?”<br>Open to team: “Does that resonate? Anything you’d add?”<br>Check back: “[Name], do you agree with what the team shared?”                                                                 | 5 min |
| <b>5</b>                      | <b>[Name] first → Team → Manager last</b>                                                                                                                                                                                                                                                                                                                                                                                                                    | 5 min |



## Performance Snapshot Quick Reference Guide

|                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| SCORING                             | <p>OBRs rated 1–10. Ask [name]: “On a 1–10 scale — where do you rate yourself on this OBR? What results or examples would you point to?”</p> <p>After team rates — if gap &gt; 2 points, hold your rating and ask [name]: “Help me understand what you were seeing that led to your [rating] — I want the full picture before I weigh in.”</p> <p>You rate last. All three ratings and brief rationale required before closing. A single number does not close this phase.</p>                                                                                                                     |       |
| 6<br>CULTURE / ETHOS                | <p><b>0 / 1 / 2 scale — one round only</b></p> <p>Scale: 0 = not demonstrating. 1 = demonstrating. 2 = demonstrating AND pulling others in. A 2 always requires a specific example.</p> <p>[Name] first, then team. Anchor to the ETHOS value(s) most connected to the OBR. You close: “Here’s what I observe on culture: [one behavioral strength]. [One specific growth area].”</p>                                                                                                                                                                                                              | 5 min |
| 7<br>COMMITMENTS                    | <p><b>Individual SMART commitments — then your SMART commitment</b></p> <p>Step 1 — [Name]’s commitments: “From the improvement areas we identified — which 1–2 will you personally own?” Guide to SMART format (Specific, Measurable, Time-bound). Link each to the development area or OBR gap it addresses.</p> <p>Anchor: “These go on your 1:1 agenda — I’ll check in on both every week.”</p> <p>Step 2 (mandatory): “What is one specific, time-bound thing YOU will do to directly support one of those commitments in the next 30–60 days?” Both commitments required before closing.</p> | 5 min |
| CLOSE<br>SESSION CLOSE              | <p><b>Close the session with the full group</b></p> <p>“The Performance Snapshot is complete. Thank you all for your honesty — that’s what makes this useful. [Name], I’ll send you a copy of the session summary as a follow-up. Your commitments go on our 1:1 agenda starting next week.”</p> <p>The team has now left the room. Move to Leadership Reflection when ready.</p>                                                                                                                                                                                                                  | 1 min |
| REFLECT<br>LEADERSHIP<br>REFLECTION | <p><b>Private — after the team leaves</b></p> <p>“What did this snapshot reveal about your leadership — not just [name]’s performance? In the gap moments, did you ask a question first?”</p> <p>One sentence captured in your private leader summary. The AI coach uses this to complete Version 2 of the session summary.</p>                                                                                                                                                                                                                                                                    | 2 min |

Total estimated time: 20–25 minutes per individual being reviewed. Group size of 4–6 recommended.

## AGREED ACTION CAPTURE TEMPLATE

Complete at Session Close — confirm each item aloud before the team leaves.

| ACTION 1         |       |
|------------------|-------|
| Individual Will: | _____ |
| Completion Date: | _____ |
| Manager Support: | _____ |
| Check-In At:     | _____ |



| ACTION 2 (if applicable) |       |
|--------------------------|-------|
| Individual Will:         | _____ |
| Completion Date:         | _____ |
| Manager Support:         | _____ |
| Check-In At:             | _____ |

| PRIORITY FOCUS — Individual's #1 Commitment |       |
|---------------------------------------------|-------|
| Primary Action:                             | _____ |
| Complete By:                                | _____ |
| Next Snapshot:                              | _____ |

## KEY FACILITATOR LANGUAGE — AT A GLANCE

### Opening the Room

"This is a development and encouragement conversation — not a review or judgment. We celebrate what [name] does well, explore where they want to grow, and leave with clear commitments the individual owns."

### Strengths Round (Team First)

"What specific behaviors have you observed that show this person at their best? Be concrete — tell us what you actually saw."

### Individual Adds to Strengths (Last)

"Is there anything you are particularly proud of that hasn't been mentioned yet today?"

### Development Round (Individual First)

"Where do you personally most want to grow in the next 6 months — something that, if you developed it, would make you significantly more effective?"

### Culture Fit Round (Group Together)

"What ETHOS behaviors have you seen from [name] that reflect who we are at our best? Be specific — give me an example."

Then to the individual: "What cultural area do you personally want to grow in — one that would make you more aligned with who this team is becoming?"

### Action Commitment Close

"Let's repeat the commitment — the action, the exact date, and what I'm committing to support you with. Ready?"

# Enabler / Key Activity

OBR Reference Card — Session 7 | GD-OTS Decathlon Program

## WHAT IT IS

An **Enabler / Key Activity** is a **category of strategic work** that a role is accountable for. It is the organizing label for a domain of responsibility — the strategic area someone *owns*.

## HOW IT CONNECTS TO OBRs

Think of the Enabler / Key Activity as **the folder**. OBRs are what's inside — the specific, measurable outcomes that define success when that work is done well.

| Enabler / Key Activity          | OBR (Outcome Based Responsibility)                                                                          |
|---------------------------------|-------------------------------------------------------------------------------------------------------------|
| <i>The domain you own</i>       | <i>What success looks like within that domain</i>                                                           |
| <b>Safety &amp; Compliance</b>  | "Achieve zero recordable incidents per quarter, reducing direct and indirect safety costs by X%."           |
| <b>Supply Chain Reliability</b> | "Reduce supplier-caused schedule delays to under 2% of program milestones per quarter."                     |
| <b>Program Execution</b>        | "Deliver 100% of contracted program milestones on schedule with zero critical path deviations per quarter." |

## OTHER COMMON ENABLER / KEY ACTIVITY EXAMPLES

Customer Delivery • Team Development & Retention • Quality Assurance • Financial Performance • Cross-Functional Collaboration

*If you're unsure of the label, describe the work area in your own words — the AI will help you name it.*

## WHEN THE AI ASKS...

### Copilot will ask:

*"Which Enabler/Key Activity does this work fall under — the strategic category this work supports?"*

### Ask yourself:

- "What *strategic area* does this work belong to?"
- Then name the domain — not the task, not the activity. The category.

## THE KEY DISTINCTION

An Enabler is **not a task** — it's a domain of accountability. You don't *do* an Enabler; you *own* it. OBRs tell you how you'll know you're winning in that domain.

| ✓ USE THIS                     | ✗ AVOID THIS                     |
|--------------------------------|----------------------------------|
| "Safety & Compliance"          | "Conduct monthly safety walks"   |
| "Program Execution"            | "Review weekly schedule reports" |
| "Team Development & Retention" | "Hold quarterly one-on-ones"     |

# THE ART OF THE PERFORMANCE SNAPSHOT

## A Guide for the Decathlete Leader

### WHY THIS MATTERS

Most leaders dread performance reviews. Most team members dread them even more. After years of sitting through annual rituals that produce a score, a signature, and a sigh of relief — many leaders have quietly concluded that performance conversations don't actually change anything.

**They're wrong. But the ritual itself often is.**

The Performance Snapshot is built on a fundamentally different premise: that honest, timely, team-supported feedback — given in a structured, psychologically safe environment — is one of the most powerful tools a leader has. Not once a year. Not by checking boxes. But as a rhythm of genuine development that the individual helps drive.

When you do this well, you will see things change. When you do it poorly, you reinforce every cynical belief your team already has about performance conversations.

**Your standard as a Decathlete is not to complete the form.**  
It is to lead a conversation that actually develops someone.

### WHAT IT LOOKS LIKE WHEN IT GOES WRONG

#### **X The Annual Review (A Story You've Seen Before)**

Marcus has been on the team for 11 months. His manager, David, is busy — as always — and the annual review is due Friday. David glances at the rating scale, recalls a few standout moments (mostly recent), and assigns scores. He writes two generic development areas from the form dropdown: "Communication" and "Initiative."

On Thursday, David calls Marcus into a room they rarely share. He reads through the scores. Marcus nods. David says, "You're doing well. Keep it up." Marcus signs. The meeting ends in 12 minutes.

Outside the room, Marcus immediately texts a coworker: "That was pointless." He has no idea what he should actually work on, no date to work toward, and no sense that his manager sees him as a person worth investing in.

**Nothing changes. Six months later, Marcus leaves for a competitor — citing "no growth opportunity" in his exit interview.**

## What Went Wrong

- David completed a form — not a development conversation
- Marcus's peers had no voice; neither did Marcus
- Development areas were generic, not grounded in observed behavior
- No specific actions. No dates. No accountability.
- David's preparation took 10 minutes. Marcus's trust in the process took years to erode.

## WHAT IT LOOKS LIKE WHEN IT'S DONE RIGHT

### ✓ The Performance Snapshot (The Standard You're Aiming For)

It's a Tuesday at 2pm. The team has gathered for Elena's Performance Snapshot. Her manager, Sarah, opened the meeting by reviewing the norms: this is a development conversation, not a judgment. Everyone committed to honest, respectful feedback.

Three teammates shared specific, behavioral observations about Elena's strengths — moments they'd seen her lead a difficult client situation, the way she stepped in when a project stalled. Elena listened. Then she spoke last, adding what she was most proud of herself.

For development, Elena went first: "I know I avoid conflict in team meetings. I want to change that." Her teammates nodded and added their own observations — never piling on, always building. Sarah connected the pattern to a STAR® Manager concept area Elena had already studied.

Then came the culture conversation — and this is where the room shifted. Sarah opened it: "Let's talk about who Elena is as a teammate, not just what she produces. What ETHOS behaviors have you seen from her?" Three people spoke without hesitation. One recalled Elena flagging a process mistake she could have easily buried — Honesty. Another said: "When Elena commits to a deliverable date, it's done. Three times this quarter she stayed to make sure a promise held" — Trust. A third described how Elena proactively shared her project timeline two weeks early, flagging a potential delay before anyone had to ask — Transparency.

Sarah turned to Elena last: "Is there a cultural area you personally want to grow in?" Elena paused, then said: "I think I could do better at Alignment. I sometimes go my own direction when the team needs me to pull the same way." No one had said it. She had. The room felt it.

By the end, Elena had 2 agreed actions with exact dates — one she chose for development, one the team identified as highest-impact. Sarah committed to a specific check-in date and named exactly what support she would provide.

**Elena left the room feeling genuinely seen, deeply encouraged, and clear on exactly what she was working toward. Three months later, she turned down a recruiter call without a second thought.**

### What Made the Difference

- The culture conversation was explicit, structured, and grounded in observable ETHOS behaviors (Honesty, Trust, Transparency, Alignment) — not vague impressions
- Elena named her own cultural growth area (Alignment) before anyone else could — she owned it
- Peer feedback on strengths was specific and behavioral, not flattery
- Elena spoke first on development — she owned it before others added to it
- Actions were specific: WHAT, BY WHEN, and SUPPORT from her manager



- Sarah used the AI coaching tool as her co-pilot — setup before, guided in-session, summary generated from what happened
- Sarah's preparation was visible — and it communicated that Elena's growth was worth investing in

## THE FOUR PILLARS OF AN EXCELLENT PERFORMANCE SNAPSHOT

1

### Safety First, Every Time

No one develops in an unsafe environment. Your job before the first word of feedback is spoken is to establish a room where honest, caring truth is welcome. Set norms. Hold them. Intervene immediately if the tone shifts.

2

### Specificity Is Respect

Vague praise is forgettable. Vague development areas are useless. When you help an individual walk away with a specific, observable action and a real date — you are telling them their growth matters enough to be taken seriously.

3

### Your Preparation Is a Message

When you arrive prepared — having reviewed the OBR, reflecting on real behavioral observations, ready with development pathway options — you communicate something that no speech can: I take your growth seriously enough to invest in it before you arrive.

4

### Culture Is Not a Sidebar

The culture fit conversation is not a soft add-on at the end. It is one of the three core development areas and must be named explicitly — grounded in observable behaviors, tied to ETHOS values, and discussed with the same rigor as Outcome Based Responsibilities. A team that never talks about culture is a team that slowly drifts from it.

## THE RETENTION CONNECTION

Research on voluntary turnover consistently points to 3 root causes: employees leave because they don't feel seen, they don't feel developed, or they don't believe their work matters. The Performance Snapshot directly addresses all three — in a single conversation.

| Root Cause          | What the Employee Experiences                                           | How the Snapshot Responds                                                                                                                                                        |
|---------------------|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Not Seen            | "My manager doesn't know what I actually do or how I show up."          | Peers name specific behaviors. The individual hears their impact from the people who work alongside them daily.                                                                  |
| Not Developed       | "Nothing here is helping me grow. I'm stagnating."                      | Specific, self-chosen actions with exact dates create real investment in growth — owned by the person, not assigned.                                                             |
| Work Doesn't Matter | "I can't see how what I do connects to anything that actually matters." | OBR outcomes connect individual behavior directly to the team's goals and organizational value. The leader helps each person see how their results move the numbers that matter. |

The Performance Snapshot is not a performance administration tool. It is one of the most powerful retention levers a leader has.

## THE OBR CONNECTION

The Performance Snapshot doesn't exist in isolation. It lives inside a larger system — the Outcome Based Responsibilities (OBR) framework — which defines the Enablers and Key Activities that matter most for each role. That framework is your preparation roadmap.

When you review someone's OBR before a Performance Snapshot, you're not just filling in fields. You're connecting their day-to-day behaviors to the outcomes the organization genuinely needs from that role. That connection makes feedback land differently. It's not personal. It's professional. It's developmental.

| OBR Provides:                              | Performance Snapshot Uses That To:                            |
|--------------------------------------------|---------------------------------------------------------------|
| Clear role-level Enablers & Key Activities | Ground feedback in role expectations, not personal preference |
| Behavioral anchors tied to outcomes        | Name specific development gaps with precision                 |
| STAR® Manager concept areas studied        | Connect development areas to real learning solutions          |



## YOUR AI COPILOT

You don't have to run the Performance Snapshot from memory. The Performance Snapshot Coach is an AI tool designed to sit alongside you — before and during the conversation — as a live facilitation partner.

| Before the Session                                                                                                                                                                                                                                                                                            | During the Session                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Tell the tool who you're reviewing and their OBRs</li><li>• Confirm context: routine development, first snapshot, or specific concern</li><li>• Optionally connect to a team or org KPI</li><li>• The tool confirms you're ready and gives you your opening</li></ul> | <ul style="list-style-type: none"><li>• The tool guides you phase by phase — one step at a time</li><li>• It gives you specific language you can say out loud</li><li>• After each phase, tell it what came up — what did your team say?</li><li>• It builds your session summary from what actually happened, not from blanks</li></ul> |

**Your job is to be present with your team. The tool's job is to keep you on track.**  
Glance at the screen for your next prompt. Then look up.

After the session, the tool generates two versions of the Performance Snapshot Summary. Version 1 is a clean coaching record for the individual — send it as their follow-up. Version 2 is your private leadership record and includes the Leadership Reflection. Copy and save both.

Enter the individual's OBRs directly when the Snapshot Coach asks, or — if you've already used the OBR Generator — paste the Handoff Block it produces to skip Phase 1 setup entirely.

## THE CALL TO LEAD

The Decathlete standard is not mediocrity in 10 events. It's excellence across all of them. And the Performance Snapshot is one of the events where leaders most visibly rise or fall.

Your team is watching how you show up in this room. They are deciding, in real time, whether their development matters to you — or whether this is just another thing you check off. The process gives you the tools. The preparation gives you the credibility. The questions you ask give you the trust.

Step into this with full intention. The individual sitting in that circle has a career ahead of them. You have a meaningful role in shaping it.

**"If nothing needs improvement, we've failed as a team."**  
— Performance Snapshot Facilitator Standard