

Christine Comaford
A S S O C I A T E S

ASSESS YOUR TEAM'S PERFORMANCE



www.ChristineComaford.com

Table of Contents

| | |
|---------------------------------------|----|
| Quarterly Review Template | 3 |
| Quarterly Review Sample..... | 6 |
| Quarterly Review Self Evaluation..... | 10 |
| 90 Day Plan Worksheet..... | 13 |

Quarterly Review Template

These are sample review forms for a venture capital firm. Please adopt to your needs. The points earned may be redeemed for days off, cash, or whatever you decide is the best incentive for your team members.

XYZ Venture Capital Quarterly Bonus Review

Team Member:

Job Title:

Review period start:

Review period end:

Reviewer:

Structure of bonus:

50% based on achieving quarterly Needle Movers

50% based on performance: initiative, self-management, quality of work, accountability

Quarterly Needle Movers (50% of Bonus)

1. _____
2. _____
3. _____

Manager's evaluation of Needle Movers: (Complete or Incomplete, Sy21points possible)

Needle Mover #1: _____

Status:

Summary:

Points received:

Needle Mover #2. _____

Status:

Summary:

Points received:

Needle Mover #3. _____

Status:

Summary:

Points received:

[Overall summary here]

Performance:

(50% of Bonus based on initiative, self-managed, quality of work, accountability – 20 points possible)

Please rank performance from 1-5 in each category, where 1 = unacceptable, 2 = inconsistent, 3 = good, 4 = very good, 5 = exceptional.

Initiative

Summary:

Points received:

Degree of Self-management

Summary:

Points received:

Quality of work

Summary:

Points received:

Accountability

Summary:

Points received:

[Overall summary here]

Summary

3 strengths:

1. _____

2. _____

3. _____

3 areas to improve this quarter:

1. _____

2. _____

3. _____

Let's consider your comments...

3 strengths:

1. _____

2. _____

3. _____

3 areas to improve this quarter:

1. _____

2. _____

3. _____

Total possible bonus: _____

Total bonus earned: _____

TEAM MEMBER ACKNOWLEDGMENT:

I have reviewed this document and discussed the contents with my manager. My signature means that I have been advised of my performance with regards to my bonus objectives and does not necessarily imply that I agree with the evaluation.

Team Member Signature _____ Date _____

Manager Signature _____ Date _____

Quarterly Review Sample

These are sample review forms for a venture capital firm. Please adopt to your needs. The points earned may be redeemed for days off, cash, or whatever you decide is the best incentive for your team members.

Bonus Review

Employee: Joe Blow
Job Title: Director
Review period start: 10/01/01
Review period end: 12/31/01
Reviewer: Christine Comaford

Structure of bonus:

50% based on achieving quarterly objectives

50% based on performance: initiative, self-managed, quality of work, accountability

Objectives:

Quarterly objectives (50% of Bonus)

1. Meetings with 75 qualified investors
2. Raise \$3Mil from high net worth individuals
3. Raise \$3Mil from institutions

Manager's evaluation of Bonus objectives: (20 points possible)

1. Meetings with 75 qualified investors

Complete. I will give you the benefit of the doubt on this one as we have been pounding hard on the second close. The primary reason you close a deal – convert a meeting into a subscription agreement – is that you come across as credible and worthy of the risk. Why is this not happening? Do you go solo to key meetings and don't get a second shot to bring me in? Do you meet before the person is qualified? Let's refine your strategy. (7 out of 7)

2. Raise \$3M from high net worth individuals

Incomplete. Consider what our sales execs do in our companies. They set a goal that they think is realistic to achieve, develop a pipeline and strategy, and then warn us if their plans look like they are not going to pan out. I asked repeatedly to meet with David Carmen and Bob Smith. But never was given the chance. Even if someone says maybe, or even no, get the meeting and try to turn them if you have a shot. Don't solely rely on yourself. Let me help you—there is power in a team. I bring you into my meetings all the time, and it helps a lot! Pat Lin was well managed, but hasn't been closed yet. Before we launch into the BOA or NEA lists, please present the strategy that you will be using for this sales process. (2 out of 6, for effort)

3. Raise \$3Mil from institutions

Incomplete, but with progress. I think you stopped counting on placement agents this quarter and took the bull by the horns. Yes, you'll still need to try and get something out of the placement agents, but the net-net is that you need to find leads and track/influence them on your own. The CRA bank idea was a great one – excellent! Now let's turn it into gold. We also need to look into account mgmt. We didn't foresee trouble with WAMU – why do you think? (4 out of 7).

Overall I recommend you try new approaches until you find one that works. Experiment. Iterate. Think. Ponder. Find leverage. THEN go and pitch that account, with strong backup. I am always here to back you up!

Performance:

(50% of Bonus based on initiative, self-managed, quality of work, accountability – 20 points possible)

Please rank performance from 1-5 in each category, where 1 = unacceptable, 2 = inconsistent, 3 = good, 4 = very good, 5 = exceptional.

Initiative: 4

Very Good. Welcome back to level 4! Now let's refine your drive. For instance, the research paper was terrific. However, Diane spent so much time on it, that she did not have the time to effectively train Susan. So now we are all suffering as a result. There is power in considering the impact of your initiative. What are the tradeoffs? When do we overdo it at the expense of another project? Please consider this.

Degree of Self-management: 4

Very Good. Same comments as last quarter – net-net let's get you more mentoring and be sure you get it. You don't require much management—which I LOVE--yet you do require more mentoring. Please own this, embrace it, and make sure you get it. You didn't get as much as you could have this quarter due to few requests for my time. Your time allocation skills seemed to slide this quarter... let's look at why it took longer than usual to get things done and how to best set your priorities. We can optimize your time this quarter. I don't want you to work more hours, I DO want your hours to be more effective.

Quality of work: 3

Good. This ranking has held constant. I'd like to see it get to a 4 next quarter. It is crucial to double-check your work before sending it off to others. The most recent offering memo is a good example, JH's MAQ had tons of awkward sentences and confusing grammar. You are accountable for your work. My review should be more strategic, not spent on fixing typos and other errors. It sounds like you and JH have created a review process – terrific. Let's implement it post haste.

Accountability: 4

Very Good. Welcome back to level 4! You are a very responsible and reliable man. I count on you for a great deal and you come through the VAST majority of the time. Thanks for that.

Overall, this quarter you picked it up. Great. Now let's get to the next level... I want to solidly support you in your goal of being a full partner. That will require: delivering on fundraising goals, proactively adding value to start ups, really understanding the details of your companies, all areas where we don't have much traction yet. Remember – new, different approaches help deliver new, different results. Try new things this quarter! Ping me whenever you want brainstorming time.

Summary

Three strengths:

1. Drive/Ambition
2. Team support
3. Commitment

Let's consider your comments...

Three strengths:

1. Creativity (I agree)

Three areas to improve this quarter:

1. See yourself as a partner – perform as such too!
2. Respect/Seek input
3. Listen/Be Here NOW (getting much better)

Three areas to improve this quarter:

1. More proactive in helping cos. (YES!)

2. Initiative (External, please!)

2. Develop professionally (YES!)

3. Work ethic (Very strong)

3. Learn when to lead, when to follow (YES, pleaselead more!)

My comments above in the Summary are means to your ends listed above. They all seem to come down to (Accountable) Drive/Initiative and Respect + Listening.

Total possible bonus: \$5,000. for 40 points.

Total bonus granted: 28 points out of 40, 70% of bonus = \$3500.00, thus .4375%

EMPLOYEE ACKNOWLEDGMENT:

I have reviewed this document and discussed the contents with my manager. My signature means that I have been advised of my performance with regards to my bonus objectives and does not necessarily imply that I agree with the evaluation.

Employee Signature _____ Date _____

Manager Signature _____ Date _____

Quarterly Review Self Evaluation

These are sample review forms for a venture capital firm. Please adopt to your needs. The points earned may be redeemed for days off, cash, or whatever you decide is the best incentive for your team members.

Bonus Review: Self-Evaluation

Employee:

Job Title:

Review period start:

Review period end:

Reviewer: Self

Structure of bonus:

100% based on achieving quarterly objectives

Objectives:

Quarterly objectives

1.

2.

3.

Evaluation of Bonus objectives:

1. Objective #1:

Status:

Feedback:

Total bonus earned:

2. Objective #2:

Status:

Feedback:

Total bonus earned:

3. Objective #3:

Status:

Feedback:

Total bonus earned:

Performance:

Please rank performance from 1-5 in each category, where 1 = unacceptable, 2 = inconsistent, 3 = good, 4 = very good, 5 = exceptional.

Initiative:

Degree of Self-management:

Quality of work:

Accountability:

Summary

3 strengths to celebrate and grow:

- 1.
- 2.
- 3.

3 areas to improve in the coming quarter:

- 1.
- 2.
- 3.

Total possible bonus:

Total bonus I believe I've earned = \$_____

90 Day Plan Worksheet

The template below is a super effective way to track your monthly results.

Simply copy and paste the table below 12 times into one document and you'll have a format for your annual plan. As you complete a given month's results, add a new table at the bottom of the document for the next month. For example, as soon as you complete the month of June 2009, you'll want to add June 2010 at the end of the doc. This way your monthly planning continues to evolve and you have a living, breathing document that drives RESULTS!

Now, let's start with your first 90 days.

Example:

MAY 2010

| Needle Mover | Actions | Owner | Resources |
|--|--|-----------|---|
| Generate 1,000 sales leads | Start Facebook group, invite all friends to invite their friends | Sue Smith | |
| Target: 1,000 Minimum: 500 Mind Blower: 3,000 | Deliver 4 teleseminars | Joe Blow | Use InstantTeleseminar from Xiosoft.com |
| | Sign 10 joint venture partners, set up as affiliates | Sue Smith | MyMarketingCart.com for affiliate management |
| | Distribute 3 articles/week for the | Joe Blow | Ezinearticles.com and Google for other article distribution sites |

| | | | |
|--|--|----------------|--|
| | whole month | | |
| | Finish free audio gift and upload to opt-in page | Elvis Presley | Sony SoundForge recording software, Audio Technica AT2020 USB microphone, box.net account to upload to webmaster |
| | | | |
| Have client care team fully trained up by May 30 | Write remaining 5 SOPs | Elvis Presley | SOP Word template |
| Target: May 30 Minimum: June 30 Mind Blower: May 15 | Load FAQs into Kayako.com | Sue Smith | Pull from old web site |
| | Schedule weekly status/training calls | Elvis Presley | Google calendar |
| | | | |
| Close 7 sales | Train up team in High Probability Selling | Sam Sales-Dude | Course #4 in ResultsNowWebinar.com |
| Target: 7 Minimum: 4 Mind Blower: 10 | Write High Probability Selling script and distribute to team | Sam Sales-Dude | HP Selling script from Results Now Summit |
| | Clean up pipeline and identify HP selling candidates | Sam Sales-Dude | |
| | Train up team in Quota Busting | Sam Sales-Dude | Course #4 in ResultsNowWebinar.com |
| | Create and launch contest + prize for | Sam Sales-Dude | |

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|--|--|--|--|
| | most sales closed for team and JV partners | | |
|--|--|--|--|

Lay out your 90 day plan for below...

MONTH: _____ YEAR: _____

| Result | Actions | Owner | Resources |
|----------------------|---------|-------|-----------|
| Needle Mover: | | | |
| Target: | | | |
| Minimum: | | | |
| Mind Blower: | | | |
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| Target: | | | |
| Minimum: | | | |
| Mind Blower: | | | |
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MONTH: _____ YEAR: _____

| Result | Actions | Owner | Resources |
|----------------------|---------|-------|-----------|
| Needle Mover: | | | |
| Target: | | | |

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| Minimum: | | | |
| Mind Blower: | | | |
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| Needle Mover: | | | |
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| Target: | | | |
| Minimum: | | | |
| Mind Blower: | | | |
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MONTH: _____ YEAR: _____

| Result | Actions | Owner | Resources |
|---------------|---------|-------|-----------|
| Needle Mover: | | | |
| Target: | | | |
| Minimum: | | | |
| Mind Blower: | | | |
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| Mind Blower: | | | |
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