

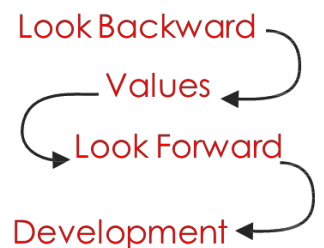
4x4 Discussion

The 4x4 Discussion is a quarterly discussion that managers will have with members of the team. It's a performance review but with a little more humanity. A non-traditional approach to performance management. The idea of the 4x4 is to create a simple process structured around a few questions that will promote a productive conversation between an employee and their manager about performance.

The conversation will cover four components: looking back, company values, looking forward, and development. Every quarter, manager will ask the team member four simple questions.

Employee:	
Job Title:	
Supervisor:	
Date:	
Qtr/Year:	

How it



1. **Look Backward:** Reflect on your performance in the past quarter.

a) What did you accomplish and what are you most proud of?

Employee Feedback

Manager Feedback

- b) Tell me about some challenges that you faced or lessons that you learned.

Employee Feedback

Manager Feedback

2. Values:

- a) Share examples of how you embraced the Trace3 Core Values last quarter (Teamwork, Juice, Street Smart, Consultative, Outcome & Value-Driven, Innovative)

Employee Feedback

Manager Feedback

3. Look Forward:

- a) What are the 3-5 goals you plan to focus on next quarter?

Please note: For employees on a variable compensation plan, this is where you can capture the MBO's.

Employee Feedback

Manager Feedback

4. Development:

- a) What areas of development do you plan to focus on next quarter?

Training, projects, etc.

Employee Feedback

Manager Feedback

Manager Feedback:

Please provide overall comments.