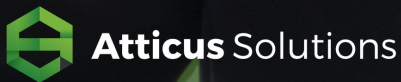




The Filipino Offshore Leadership System





MANAGER'S TOOLKIT | MODULE 04

Performance Management

Sustaining Clarity, Accountability, and Growth

Strong onboarding builds trust. Clear expectations create direction. Performance management ensures that clarity and accountability continue throughout the employee's entire journey.





What's In This Module

This module covers the full performance management cycle. It gives managers the frameworks, conversation guides, templates, and cultural tools to manage performance consistently, proactively, and fairly across Filipino offshore teams.

Section	What It Covers
Why This Matters	The case for performance management that is both structured and culturally aware.
The Performance Management Cycle	The five-stage cycle that keeps clarity and accountability continuous.
1. Goal Setting	How to set clear, impact-linked goals. Includes templates and a quick-check tool.
2. Ongoing Coaching and Feedback	The Kapwa Coaching Model and how to guide performance in real time.
3. Quarterly Performance Conversations	Structure, prompts, and flow for quarterly reviews.
4. Annual Performance Review	How to evaluate results and behaviors fairly and consistently.
5. Performance Improvement Plan (PIP)	The full PIP workflow, with templates and cultural guidance.
6. Calibration and Decision-Making	How to ensure consistency across ratings and decisions.
7. Documentation and Follow-Up	What to document, why it matters, and how to do it efficiently.
8. Business Continuity (BCP)	How to manage performance during disruptions specific to the Philippines.
Performance Management Summary	The key principles and a self-check for managers.



Why This Matters

Without regular alignment, coaching, and feedback, even capable employees lose clarity about expectations or hesitate to raise concerns. Performance drifts quietly, and by the time a manager notices, the gap has grown larger than it needed to be.

For Filipino teams, performance conversations are closely tied to relationships, respect, and psychological safety. Employees are more likely to engage, ask questions, and improve when feedback is delivered constructively and within a supportive relationship.

When Performance Management Is Structured and Culturally Aware	The Result
Employees raise issues early	Problems are smaller and cheaper to solve.
Alignment on expectations happens faster	Less rework, fewer missed deadlines.
Feedback is delivered respectfully	Employees receive it, act on it, and trust the process.
Coaching is continuous, not episodic	Performance does not wait for reviews to improve.
Cultural dynamics are acknowledged	Filipino employees feel seen and supported, not just evaluated.

Performance management is not a one-time evaluation. It is the ongoing leadership practice that keeps your team clear, capable, and committed.





The Performance Management Cycle

Performance management moves through five key stages. Each stage reinforces clarity, accountability, and trust. The cycle is continuous: it does not end after the annual review. It starts again.

Stage	Purpose	Frequency
1. Goal Setting	Align expectations and define success metrics.	Annually, with quarterly alignment
2. Ongoing Coaching and Feedback	Reinforce strengths and address issues early.	Continuous, in every 1:1 and check-in
3. Quarterly Performance Conversations	Review progress and adjust priorities.	Every quarter
4. Annual Performance Review	Evaluate overall performance and development.	Annually
5. Performance Improvement (if needed)	Structured support for sustained improvement.	As needed, when coaching alone is insufficient





The Employee Lifecycle Overlay

Performance management maps to the employee lifecycle. Here is how the five stages connect to the broader journey.

Lifecycle Stage	Performance Management Focus
Familiarization (0-1 month)	Onboarding, clarity, early check-ins. Goal setting begins at Month 2.
Ownership (1-3 months)	Goal setting, early feedback, accountability building.
Two-Way Communication (3-6 months)	Coaching, quarterly review, identifying blockers.
Confident Contributor (6-12 months)	Stretch assignments, recognition, quarterly and annual reviews.
Capability Builder (1 year+)	Annual reviews, PIPs if needed, succession planning, long-term growth.





STAGE 01

Goal Setting: Creating Clarity and Alignment

Manager focus: Ensure employees clearly understand expectations, priorities, and how their work contributes to team and company objectives.

Manager Tip

Treat goal setting as a collaborative discussion, not a documentation exercise. Ask what the employee sees as their biggest priorities, what challenges might affect delivery, and what support they need. This increases ownership and engagement.



Filipino employees may say yes quickly out of respect for authority, even if expectations are unclear or unrealistic. To confirm alignment, ask: Can you walk me through how you plan to approach this goal?

Manager Responsibilities

- Define clear performance objectives.
- Align individual goals with team priorities.
- Confirm expectations and success metrics.
- Document goals for monitoring and evaluation.



Goals should follow the SMART + Impact framework introduced in Module 3. This section focuses on how goal setting operates throughout the ongoing performance cycle, not just at onboarding.



Goal Setting Template

Use this for each employee at the start of the year and at each quarterly alignment. Complete all fields before the goal-setting conversation.

Employee Name:

Goal Title:

Specific Outcome (What exactly needs to happen?):

Success Metric (How will we measure it?):

Timeline (By when?):

Business / Client Impact (Why this matters):

Capacity Check (Is the workload realistic?):





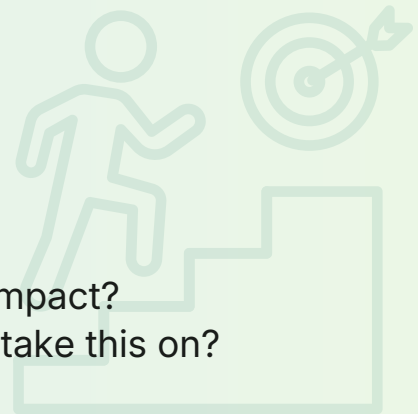
Goal Setting Example

Goal	KPI / Metric	Weight
Billable Utilization	80%	25%
NPS	100%	25%
Project / SMA Hours	85% Completion	25%
Training and Development	-	15%
Attendance and Reliability	100% attendance	10%

Goal-Setting Quick Check

Run through this before finalizing any goal.

- Is the goal specific and measurable?
- Is the success metric clear?
- Is the workload realistic?
- Does the employee understand the business impact?
- Has the employee confirmed their capacity to take this on?
- Have you followed up in writing?



STAGE 02

Ongoing Coaching and Feedback: Guiding Performance in Real Time

Performance management should not happen only during formal review cycles. Continuous coaching and feedback reinforce strong performance and address small gaps before they grow into large ones.

Manager Responsibilities

- Provide timely feedback on work output.
- Recognize strong performance and effort.
- Address performance gaps early.
- Offer guidance and development support.



Regular coaching prevents small issues from becoming major performance concerns.





The *Kapwa* Coaching Model

Filipino employees respond best to coaching that preserves dignity, respect, and relationship harmony. When feedback respects this relationship dynamic, employees are more receptive to improvement discussions.

Step	What You Do	Example Language
Connection First	Begin with rapport or recognition of effort.	"I want to start by recognizing the work you put into [specific task] this week."
Context Second	Explain the situation or observation clearly.	"I noticed that [specific situation]. I wanted to talk through it with you."
Feedback Third	Describe the behavior or outcome that needs improvement.	"What I observed was [specific behavior]. The impact was [specific result]."
Solution Together	Involve the employee in identifying solutions.	"What do you think would help here? I have some thoughts too, but I want to hear yours first."
Clear Expectations	Confirm what success looks like moving forward.	"Going forward, what I need to see is [specific behavior]. Does that feel clear?"





Coaching in Practice: Before and After

Manager Tip

Before giving feedback, ask yourself: Did I acknowledge the employee's effort? Did I clearly describe the behavior or outcome? Did I invite the employee into the solution?



Direct criticism delivered abruptly may feel personal. Focus feedback on observable behaviors, outcomes, and improvement actions. Avoid personality-based comments.

Instead of This

Say This

"This needs to be fixed."

"I appreciate the work you have done on this. Let's review a few improvements so the outcome is even stronger."

"You are not communicating well."

"I noticed the last three client updates were sent after the deadline. Let's talk about what is getting in the way and how we can fix it."

"Why did this happen?"

"Walk me through what happened here. I want to understand the full picture before we figure out next steps."

Delivering feedback in a team meeting

Sending a private message or scheduling a 1:1 to address the concern.

Real-Time Feedback Prompts

After strong performance:

Manager: I want to call out the work you did on [specific task]. The way you handled [specific detail] made a real difference. That is exactly the kind of contribution I want to keep seeing.

When addressing a gap early:

Manager: I wanted to flag something before it becomes a pattern. On [specific task], I noticed [observation]. I do not think it is a big issue yet, but I want to make sure we address it now while it is small.

When checking in on a recurring issue:

Manager: Last time we spoke, we agreed on [action]. How is that going?
What is making it easier or harder?



STAGE 03

Quarterly Performance Conversations: Maintaining Alignment

Quarterly reviews provide structured opportunities to evaluate progress and adjust priorities. They should feel development-focused, not purely evaluative. Think of them as a chance to zoom out, look at the full picture, and make sure the employee is still on the right track.

Manager Tip

Encourage reflection by asking open questions. What progress are you most proud of this quarter? What challenges slowed you down? What support would help you succeed next quarter?



Filipino employees may hesitate to openly discuss mistakes or challenges due to hiya, the desire to avoid embarrassment. Create a safe environment for honest discussion. Start by sharing something you yourself found challenging this quarter.

Manager Responsibilities

- Review progress toward goals.
- Discuss strengths and challenges.
- Provide coaching and guidance.
- Adjust goals when business priorities change.





Quarterly Conversation Flow

Step	What Happens	Sample Prompts
1. Start with Recognition	Acknowledge specific contributions from the quarter before anything else.	"Before we get into the review, I want to recognize [specific contribution]. That stood out this quarter."
2. Review Goals and Results (What)	Go through each goal. Share the rating and evidence. Invite the employee to share their own assessment.	"How do you assess your performance on this goal? Walk me through your thinking."
3. Discuss Behaviors (How)	Discuss how the work was done, not just what was delivered.	"What has your collaboration with the team looked like this quarter? Where did you take initiative?"
4. Identify Development Opportunities	Connect current performance to future growth.	"Based on this quarter, what is the one area you want to develop most in the next three months?"
5. Agree on Next Steps	Confirm actions, priorities, and any goal adjustments.	"Let's agree on the top three priorities for next quarter and what support you need from me."





Quarterly Review Documentation

Employee Name and Quarter:

Goal 1: Result and Rating (1-5):

Goal 2: Result and Rating (1-5):

Goal 3: Result and Rating (1-5):

Behavioral Competency Notes:

Development Focus for Next Quarter:

Agreed Actions and Next Steps:





STAGE 04

Annual Performance Review: Evaluating Results and Behaviors

The annual review consolidates performance discussions from the full year. It should not introduce new feedback. Employees should already understand their performance standing from quarterly reviews and coaching discussions.

Performance is evaluated across two dimensions: what was achieved and how it was achieved. Separating these ensures a balanced, fair evaluation.



Filipino employees value respectful communication and relationship harmony. Deliver feedback with balance: acknowledge achievements, explain improvement areas, and emphasize future development. This order matters.

The Two Dimensions of Performance

Dimension	What It Covers	Examples
Performance Results (What)	Goal completion, KPI achievement, output quality	Billable utilization at 85%, NPS score of 9.2, all project deliverables submitted on time
Behavioral Competencies (How)	Communication, collaboration, initiative, accountability, alignment with company values	Consistently flagged issues early, proactively supported teammates, took ownership of client escalation



Rating Scale

Rating	Description	What It Looks Like
5: Exceptional	Far exceeds expectations	Exceeds all goals consistently. Role model behavior. Often helps others reach their goals too.
4: Exceeds	Often exceeds expectations	Consistently high-quality output. Takes initiative. Goes beyond what is asked.
3: Meets	Meets expectations	Completes all assigned tasks reliably. Meets deadlines. Delivers quality work.
2: Needs Improvement	Below expectations	Requires frequent coaching or follow-up. Some targets missed. Improvement plan may be needed.
1: Unsatisfactory	Fails to meet expectations	Goal achievement is minimal. Frequent errors or missed deadlines. Formal intervention required.

Annual Review Conversation Flow

Step	What Happens
1. Open Personally	Start with rapport. This is the most important review of the year. The relationship layer matters even more here.
2. Set the Frame	"This is a conversation about the full year: what you achieved, how you worked, and where you are going. I want it to be two-way."
3. Review Results	Go through each goal. Share evidence. Invite the employee's self-assessment. Assign ratings using the 1-5 scale.
4. Review Competencies	Walk through each behavioral competency. Share specific examples. Rate using the 1-5 scale.
5. Capacity Check	Ask about workload, any silent pressures, and whether anything held them back from performing at their best.
6. Development and Career	Discuss IDP, career goals, and growth opportunities. This is where the annual review intersects with career management.
7. Overall Rating and Summary	Share the overall rating, the rationale, and expectations moving forward. Confirm alignment.
8. Close with Clarity	"How does this land for you? What questions do you have? I will send a summary after this conversation."



Annual Review Documentation

Employee Name and Review Period:

Overall Performance Rating (1-5) and Rationale:

Key Achievements This Year:

Behavioral Competency Summary:

Development and IDP Notes:

Agreed Actions and Career Conversation Outcomes:



STAGE 05

Performance Improvement Plan (PIP)

A PIP is used when performance gaps persist despite coaching and feedback. The purpose is structured improvement. It is a tool for clarity and accountability, applied with respect and care.

Manager Tip

Focus improvement plans on specific behaviors and measurable outcomes. Instead of saying Improve communication, say Provide weekly project updates every Friday. Specificity removes ambiguity and makes the plan fair.



Employees may verbally agree even when uncertain. Confirm alignment by asking: Can you summarize the improvement plan in your own words?

A PIP should never come as a surprise. If an employee reaches this stage, they should already be aware of the performance concern from prior coaching conversations.



PIP Workflow

Week	Focus	Manager Actions	Employee Actions
Week 1	Clarify the Issue	Identify performance gaps, define measurable improvement targets, document expectations and timeline	Confirm understanding of expectations, agree to improvement goals
Week 2	Coaching and Support	Provide guidance and feedback, conduct weekly check-ins, offer training or tools if needed, focus on removing blockers	Implement agreed actions, raise blockers early
Week 4	Midpoint Review	Assess progress toward improvement goals, identify remaining gaps, determine if additional support is needed	Self-assess progress, raise any concerns or barriers
Week 8	Final Evaluation	Determine outcome: improvement achieved, extended monitoring period, or escalation to HR for further action	Demonstrate sustained improvement against agreed targets





PIP Template

Employee Name:

PIP Start Date and Review Date:

Performance Gap

(What specifically needs to improve? Be observable and measurable):

Improvement Target

(What does success look like? How will it be measured?):

Timeline (By when must improvement be demonstrated?):

Support Provided

(What resources, training, or coaching will the manager provide?):

Check-In Dates (Week 2, Week 4, Week 8):

Midpoint Review Notes (Week 4):

Final Evaluation Outcome and Rationale (Week 8):

PIP Conversation Guide

Opening the PIP conversation:

Manager: I want to have an honest conversation with you today. Over the past few weeks, we have discussed [specific performance concern]. I want to make sure we address this together with a clear plan. I am not here to put you on notice. I am here to make sure you have what you need to succeed.

Presenting the improvement targets:

Manager: Here is what I need to see over the next eight weeks: [specific targets]. I will support you by [specific actions]. We will check in weekly so nothing catches us off guard.

Closing and confirming understanding:

Manager: Can you walk me through the plan in your own words? I want to make sure we are fully aligned before we start.





STAGE 06

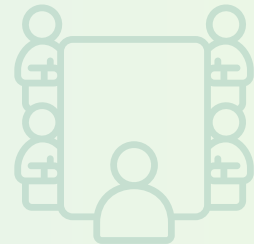
Calibration and Decision-Making

Calibration ensures that performance ratings are applied consistently across the team and organization. It protects against bias, ensures high performers are recognized accurately, and ensures development opportunities are fairly distributed.

What Calibration Addresses	Why It Matters
Rating consistency	Two employees with similar performance should receive similar ratings, regardless of who their manager is.
High performer recognition	Top performers should be identified accurately and rewarded accordingly.
Fairness across the team	Development opportunities, compensation adjustments, and promotions should follow consistent criteria.
Manager bias	Calibration creates a check on individual manager tendencies to rate too high, too low, or too narrowly.

What Calibration Discussions May Influence

- Promotions.
- Compensation adjustments.
- Development opportunities.
- Succession planning.



HR leads calibration discussions. Managers should come prepared with documented evidence for every rating. Undocumented ratings are difficult to defend in calibration.

Manager Prep Checklist for Calibration

- All employee ratings are documented with specific evidence.
- Ratings are based on patterns across the review period, not recent incidents.
- All ratings are consistent with the official 1-5 scale definitions.
- High performers have been identified and documented.
- Any PIP cases or risk employees are flagged for HR.





STAGE 07

Documentation and Follow-Up

Documentation is not a bureaucratic requirement. It is the evidence base that makes every performance decision defensible, fair, and clear. In the Philippines, undocumented actions are treated as non-existent in labor proceedings. Proper documentation protects both the manager and the employee.

If it was not documented, it effectively did not happen.

What to Document

What	Why	How
Performance goals	Provides the baseline against which all evaluations are made.	Document in writing after every goal-setting conversation. Share with the employee.
Coaching discussions	Creates a record of guidance given, issues raised, and actions agreed.	Use the Coaching Session Tracker from Module 2. Keep it brief but consistent.
Review outcomes	Documents the formal record of quarterly and annual performance ratings.	Complete the Performance Evaluation Form for every review. Store it in the employee's file.
Improvement plans	Provides the evidence base for any further action and protects against legal risk.	Use the PIP Template. Document every check-in and the final outcome.
Feedback conversations	Shows a pattern of coaching before escalation.	A brief written note after every significant feedback conversation is sufficient.





Documentation Best Practices

- Write it the same day. Memory fades quickly. A brief note immediately after a conversation is more accurate than a detailed write-up a week later.
- Be factual and specific. Document what was observed and agreed, not your interpretation of the person's character.
- Send a written follow-up to the employee after every key conversation. This creates shared accountability and removes ambiguity.
- Store documentation consistently. Use whatever system your organization uses. The important thing is that it is findable.
- Involve HR early for complex cases. If a situation feels like it may escalate, loop in HR before it does.





STAGE 08

Business Continuity and External Factors

Managers should evaluate performance while recognizing operational realities that may affect employees working from the Philippines. The goal of performance management is not to penalize employees for circumstances beyond their control. It is to ensure clear expectations, accountability, and continuity of operations.

External Factor	Impact on Operations	Manager Response
Typhoons and Severe Weather	Employee unable to travel, power outages, internet disruption	Set expectations for early communication. Have a task turnover plan ready.
Internet Service Interruptions	Connectivity loss, delayed communication, missed meetings	Establish an SMS or mobile backup contact method. Define update frequency.
Power Outages	Device shutdown, inability to work, data loss risk	Encourage backup power solutions. Define a check-in protocol.
Transportation Disruptions	Late starts, inability to reach alternative work locations	Clarify remote-first expectations. Confirm home setup is adequate.

Setting Expectations Early

Managers should proactively discuss these realities with employees before disruptions occur. Setting this expectation early prevents confusion and positions the employee to respond well when it happens.

Manager: I understand that the Philippines often experiences typhoons, power interruptions, or internet disruptions. If these situations affect your ability to work, please communicate as early as possible, provide clear turnover of urgent tasks, and keep the team updated on your status. We are not going to penalize you for the weather. We do need you to communicate early so we can cover for you.



Business Continuity Communication Plan

Every employee should know exactly what to do if they lose connectivity. Define this clearly and share it in writing during onboarding.

Step	Action Required
1	Immediately notify the manager or designated team contact via SMS or mobile message.
2	Provide a brief update: nature of the issue (internet outage, power outage, etc.) and estimated restoration time if available.
3	If urgent work is affected, coordinate task turnover or endorsement to the assigned backup or teammate.
4	Provide periodic updates until connectivity is restored.

Practical Continuity Measures

Managers may encourage employees to prepare backup options:

- Secondary internet connections (mobile hotspot or backup provider).
- Feasible power backup solutions.
- Alternative work locations during extended outages.

The Buddy System

Teams may implement a buddy system where a designated colleague temporarily covers urgent tasks during unexpected disruptions. This reinforces team collaboration and shared responsibility.

Buddy System Component	What It Covers
Backup coverage identification	Each team member has a designated buddy who covers critical tasks during disruptions.
Clear turnover procedures	The buddy knows where key files, contacts, and tasks are. Handover happens without a briefing.
Visibility of who steps in	The whole team knows the buddy system. There is no ambiguity about who covers what.

Filipino employees may hesitate to report disruptions early if they feel they are causing inconvenience to the team. Emphasize that early communication is encouraged and appreciated. It allows the team to adjust plans and maintain service continuity.



OPTIONAL

Optional Performance Enhancements

Managers may strengthen performance management through additional practices. These are not required but are recommended for high-collaboration roles and teams focused on long-term growth.

Enhancement	Best For	How to Activate
360-Degree Feedback	Collaboration-heavy roles, managers, team leads	Coordinate with HR. Collect structured feedback from peers, direct reports, and clients.
Recognition Highlights	Teams where engagement or motivation needs reinforcing	Add a recognition moment to every team meeting. Document contributions in a shared tracker.
Career Development Discussions	All employees, especially those at the 12-month mark	Run a dedicated career conversation separate from the performance review. Use the IDP as the anchor.





SUMMARY

Performance Management Summary

Effective performance management ensures employees always know what is expected of them, how they are performing, and how they can improve.

For Filipino teams, successful managers balance clear expectations with relationship-based leadership. This creates an environment where employees feel supported while remaining accountable for results.

When Applied Consistently	The Team Becomes
Clear expectations are set and confirmed	Confident. Employees know what good looks like and are not guessing.
Coaching is continuous, not episodic	Proactive. Employees raise issues early because they know they will be heard.
Feedback is delivered respectfully	Receptive. Employees act on feedback because it is delivered within a relationship of trust.
Documentation is consistent	Protected. Decisions are defensible and fair.
Cultural dynamics are acknowledged	Engaged. Filipino employees feel seen, respected, and invested in the team's success.

Manager Self-Check

Run through these questions regularly, not just before review season.

- Are my employees clear on what is expected of them?
- Am I giving feedback regularly, not just when something goes wrong?
- Have I checked capacity recently, not just accepted yes?
- Am I coaching proactively, before issues escalate?
- Are my ratings based on patterns and evidence, not recent events?
- Have I documented key conversations?
- Do my employees know where they stand?
- Have I recognized contributions recently?

Performance management is not what you do to employees. It is what you do with them.



QUICK REFERENCE

 **Module 04 at a Glance**

Stage	Frequency	Key Tools
Goal Setting	Annually, with quarterly alignment	Goal Setting Template, KPI Sheet, SMART + Impact Framework
Ongoing Coaching and Feedback	Continuous, every 1:1 and check-in	Coaching Session Tracker (Module 2), Sample Language Guide
Quarterly Performance Conversations	Every quarter	Quarterly Review Form, Quarterly Documentation Template
Annual Performance Review	Annually	Annual Review Template, Rating Scale, Annual Documentation Form
Performance Improvement Plan	As needed	PIP Template, PIP Conversation Guide
Calibration	Aligned with review cycles	Rating documentation, HR coordination
Documentation	After every key conversation	Coaching Session Tracker, Performance Evaluation Form
BCP Planning	At onboarding, updated annually	BCP Communication Plan, Buddy System Setup



The Filipino Offshore Leadership System

Module 01 | The Filipino Offshore Leadership System

Module 02 | The Employee Relationship Cycle

Module 03 | Onboarding and the First 6 Months

Module 05 | Employee Engagement

Module 06 | Career Management

Module 07 | Total Rewards and Compensation

Module 08 | Employee Relations & Labor Management

Module 09 | Offboarding in the Philippines





Atticus Solutions

www.atticus.ph

