TEMPLATE 12

Performance Review: Needs Improvement

PURPOSE: *Write a performance review that names the gaps clearly, sets a measurable improvement plan with dates and support, and states the consequences without sugarcoating or cruelty.*

Employee: *Enter name*	**Review period:** *e.g., Jan–Jun 2026*	**Manager:** *Enter name*	**Overall rating:** *Needs Improvement*

SUMMARY

"This period has had challenges. While *[Name]* has shown strengths in *[areas]*, there are important gaps in *[areas]* that need to be addressed for success in this role."

WHAT'S WORKING

Positive aspect 1	*Start with authentic acknowledgment of strengths*
Positive aspect 2	

PERFORMANCE GAPS

Gap	Expected standard	Current performance	Impact

ROOT CAUSE DISCUSSION

We discussed what's contributing to these gaps	*Summary of the conversation about causes: skill, motivation, external factors, missing support*

PERFORMANCE IMPROVEMENT PLAN

Required improvement	Success criteria	Timeline	Support provided

CHECK-IN SCHEDULE AND CONSEQUENCES

Weekly one-on-ones to review progress	*Day and time*
Formal 30-day review	*MM/DD/YYYY*
Formal 60-day review	*MM/DD/YYYY*
Consequences	*"If sufficient improvement is not demonstrated by [date], [consequences, potentially including termination]."*

CLOSING

> "I believe you can turn this around, and I'm committed to supporting you. This is a teachable moment, let's learn from it together and get you back to success. Your success is important to me and the team."

> **Watch-Out:** Be kind but clear. Don't sugarcoat consequences, but offer genuine support. A review that hides the stakes is not kindness; it is a surprise you are saving for later.