

Key Points: Effective Review of Work

What sort of review are we talking about?

Not:

- Performance appraisals
- Cold file reviews

Includes:

- Draft emails or reports
- Draft computations
- Working papers
- Sections of a file
- Whole files
- Schematics / planning

Sometimes varies – e.g. if in MS Word, there is the chance to use Track Changes. Some software has specific functionality for raising review points.

Issues

What is annoying about having work reviewed / review points:

- Review done too late
- Review done too soon
- Unnecessary points
- Repetition of points
- Unclear points
- Pedantic points
- Rude points
- Long-winded points
- Inconsistent points
- Unfair points
- “It would be quicker to fix themselves”

- No separation of housekeeping v technical
- No talking through the points
- No feedback

The point of the above, to avoid as many of these when doing review.

Effective Reviews

To be effective, first need to establish the objective of the review. For example, to check the work is:

- Technically sound
- Clearly recorded
- Complete
- In accordance with firm's policies and procedures
- Efficient

Also, we may be considering the reviewee's development and whether there are any further training needs.

Tips

Tips for effective review:

- Clear briefing (including setting out expectations)
- Plan to review on a timely basis
- Avoid raising review points
- Consider the person whose work you are reviewing
- Housekeeping v technical points
- Be prepared to delete review points
- Talk through the points
- Use technology (eg. Track Changes) when appropriate

Recognise that feedback and review are different things. One can follow the other closely but treat them differently.