



The manager's performance progress checklist

With day-one unfair dismissal rights coming in, records are more important than ever. Numbers give you a snapshot - but feedback and clear records show the full picture. **This checklist helps you run better conversations, track goals, and build a growth-focused record for every employee.**



1. Before the 1:1

- ☐ Review recent notes or logged feedback in [Breathe's performance management feature](#)
- ☐ Check progress against current goals
- ☐ Prepare 1-2 open questions (e.g. "What's your biggest win since last time?")

2. During the 1:1

- ☐ Listen actively - focus on both words and tone
- ☐ Ask for self-feedback: "What do you feel you've improved on recently?"
- ☐ Balance numbers with context: "Since our last review, what's changed for you - and how does that show up in the work?"
- ☐ Capture discussion points in [Breathe](#) as you go

3. After the 1:1

- ☐ Record agreed actions, deadlines, or new goals in Breathe
- ☐ Share one piece of positive feedback in writing
- ☐ Update progress bars/notes so both you and the employee can see it
- ☐ Set a reminder for the next check-in

4. Track goals and progress over time

- ☐ Set SMART goals together (specific, measurable, achievable, relevant, time-bound)
- ☐ Encourage employees to self-update goals in Breathe > builds accountability
- ☐ Review progress monthly during 1:1s
- ☐ Celebrate milestones, not just outcomes

5. Build a consistent, growth-focused record

- ☐ Log every 1:1 and feedback note with a date
- ☐ Capture peer feedback alongside your own observations
- ☐ Keep a balance of positives and improvements > records should show growth, not just issues
- ☐ Summarise progress quarterly to spot trends and celebrate growth

Why this matters

- ✓ **Compliance:** protects your business with a fair, consistent record (critical with day-one dismissal rights coming into play - using this helps you prepare early).
- ✓ **Growth:** shows employees a visible journey of progress.
- ✓ **Clarity:** replaces bias-prone ratings with feedback and evidence.

Next steps

Find more guides, demo videos and practical tools inside Breathe's Line Manager Essentials training - and start logging, tracking and coaching with confidence.



[Go to the Line Manager Essentials training](#)