

Behavioural Observation Log

Consistent observation of workplace behaviour helps managers and employees identify strengths, development areas, and alignment with organisational values. This log provides a structured way to capture factual, objective observations that support fair feedback and performance discussions.

1. Purpose of This Tool

- ☐ Record real examples of behaviour to support performance reviews.
- ☐ Identify consistent patterns in how employees act and interact.
- ☐ Provide balanced, evidence-based feedback.
- ☐ Reduce bias by documenting both positive and negative observations.
- ☐ Encourage self-awareness and behavioural improvement.

Tip: Observations should be based on facts, not assumptions or opinions. Focus on what you see and hear, not what you think or feel about it.

2. Observation Log Table

Date	Situation / Context	Behaviour Observed	Impact (Positive or Negative)	Related Company Value	Follow-Up or Action
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Tip: Capture both strengths and challenges. Over time, this creates a balanced record that helps remove subjectivity from feedback.

3. Guidelines for Effective Observation

- ☐ Record behaviour as soon as possible after it happens.
- ☐ Describe the context clearly to avoid misinterpretation.
- ☐ Use neutral, objective language.
- ☐ Avoid labelling or judging the person.
- ☐ Focus on specific, observable actions and outcomes.

Example:

Instead of “James was rude,” write “James interrupted two colleagues during the discussion and did not acknowledge their points.”

Tip: The goal is to document facts that can lead to constructive discussion, not criticism.

4. Behaviour Categories

Category	Description	Example of Positive Behaviour	Example of Negative Behaviour
Communication	Clarity, listening, respect	Listens actively and confirms understanding	Talks over others or ignores input
Teamwork	Collaboration and contribution	Supports colleagues and shares workload	Avoids team tasks or blames others
Accountability	Reliability and ownership	Meets deadlines and owns outcomes	Misses commitments or shifts blame
Initiative	Problem-solving and proactivity	Suggests improvements and takes action	Waits for direction even when action is obvious
Adaptability	Openness to change	Adjusts quickly and stays positive	Resists change or complains frequently
Leadership	Influence and motivation	Leads by example and encourages others	Uses authority rather than influence

Tip: Use categories to ensure observations cover a range of relevant behaviours rather than isolated incidents.

5. Behaviour Trends and Insights

Theme Identified Frequency Impact on Team / Business Recommended Action

- ☐ Trends reviewed regularly with employee.
- ☐ Improvement plans developed collaboratively.
- ☐ Positive trends recognised and reinforced.

Tip: Repeated patterns over time tell a stronger story than single incidents. Use trends to guide coaching and recognition.

6. Review and Discussion Notes

Review Date Discussion Summary Agreed Next Steps

- ☐ Employee understands the link between behaviour and performance.
- ☐ Manager provides support and follow-up.
- ☐ Changes in behaviour are tracked and recognised.

Tip: Behavioural feedback should be developmental, not punitive. Reinforcing desired behaviour is often more effective than correcting poor behaviour.

7. Common Pitfalls to Avoid

- ☒ Recording only negative behaviour.
- ☒ Waiting until review time to document observations.
- ☒ Using vague or emotional language.
- ☒ Ignoring the context behind behaviour.
- ☒ Failing to follow up on identified issues.

Tip: Balanced, ongoing observation helps build trust and fairness in performance management.

How to Use This Log

Keep this log as part of regular one-to-one discussions or coaching sessions. Record observations consistently throughout the review period. Use them to support evidence-based decisions, strengthen feedback, and encourage behavioural growth across the organisation.

Notes