

Tips for Conducting Effective Performance Discussions

1 Schedule the Discussion

- Find a time and place that works well for each person.
- Schedule enough time for each person to speak and be heard.
- Share your enthusiasm. Look forward to this opportunity to acknowledge great work as well as discuss solutions to challenges.
- Inform your employee if they are to bring anything to the meeting.

2 Prepare

- Thoroughly read both your comments and the employee's comments.
- Highlight key points of discussion on the competencies and Impact Goals.
- Review competency definitions along with the Goal Building Worksheet.
- Identify accomplishments and observations for coaching you wish to provide.
- Consider the review results over a 12-month window rather than a single activity or point in time.

3 Create a Dialogue (Active Partnership)

- Be present in the moment and actively listen.
- Let the employee talk.
- Provide time for the employee to respond to your comments.
- Ask what they may need more or less of.
- Be positive in your feedback.
- Handle issues or concerns with a problem-solving mindset – don't cast blame.
- Focus on specific observed behaviors needing to be changed, started or stopped.
- Show you are committed to their success.
- Do not become defensive or take any comments personally.
- Take a deep breath and pause, if needed.
- Monitor your tone and body language.
- Reflect on their viewpoint and understand where they are coming from.
- Respond by paraphrasing what they said and reiterating your points.

Talking Point Tips

- Ask the following:
 - What are they most proud of?
 - What do they feel they do (or did) well?
 - What you feel they do (or did) well?
 - What obstacles or challenges do they face?
 - Where can they focus improvement or development?
 - What can you do to help or support them?