

Painless Performance Conversations Model

When you sit down to talk with an employee about performance, consider following these steps:

Explain the situation and why the issue is important.
<ul style="list-style-type: none"><input checked="" type="checkbox"/> State the facts.<input checked="" type="checkbox"/> Explain the impact of the situation on the organization.<input checked="" type="checkbox"/> Be concise!
Ask the employee his or her view of the issue. Listen and probe.
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Seek information by asking questions.<input checked="" type="checkbox"/> Use open-ended questions that require employee input.<input checked="" type="checkbox"/> Summarize the important points as you go.
With the employee, agree on what needs to be accomplished.
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Ask the employee what he or she feels needs to happen or what needs to change.<input checked="" type="checkbox"/> Avoid forcing a solution on the employee.<input checked="" type="checkbox"/> Agree on something!
Discuss alternatives for achieving success.
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Ask the employee for ideas to resolve the issue.<input checked="" type="checkbox"/> Encourage the employee to suggest a solution he or she could support.<input checked="" type="checkbox"/> Weigh the pros and cons of each alternative.
Seek agreement on specific action(s) to be taken by you and the employee.
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Specify who, what, and when.<input checked="" type="checkbox"/> Clarify your agreement by asking the employee what he or she will be doing.<input checked="" type="checkbox"/> Restate your commitments to the employee.
Express confidence in the employee's ability to resolve the issue and set a follow-up date.
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Be specific about your confidence.<input checked="" type="checkbox"/> Be sincere.

