

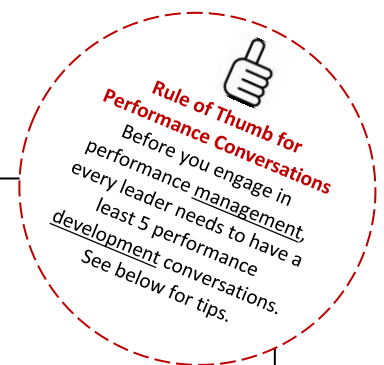
Tips for Performance Conversations

There are numerous benefits to effectively communicating in organisations. In fact, research suggests that open and honest feedback between supervisors and employees has one of the greatest impacts on employee motivation, engagement, and performance.

Although initiating these conversations may sometimes appear challenging, when done appropriately and regularly they can become simple and positive interactions that may work to shape a positive culture in your organisation.

Performance conversations are made more complex by the emotions associated with others judging us. Engaging staff in meaningful performance conversations means getting them closer to an objective view of their true contribution to the organisation.

Below are some conversational guides to avoid adverse reactions or any misinterpretations of the intent of performance discussions;



- Be clear and keep re-stating the Purpose and Intent of the discussion by linking it to three outcomes
 - (1) "The Purpose of the discussion is to..."
 - (2) "My Intention is to get clarity for you.." and..
 - (3) "Help you improve and develop as a person and at work..."
- Clarify expected behaviours and performance at work so he/she can excel in her role
- Decide on an agreement on what will not be tolerated – and the corresponding 'target' ideal behaviours
- Assist the employee in developing a clear self awareness and understanding of his/her impact on the organisation and the implications for not making immediate and sustained changes
- *(Any other important outcomes you can think of ..)*
- Your intention is to provide a developmental way out of his/her current issues, starting with work performance and behaviours and helping him/her be a better person.
- Make observations about the style, behaviours and attitude that are causing issues (Do not argue or get into differences of opinion on this, state 'this is what is happening')
E.g. Isolating his/herself, Silos and divides in teams, Difficult and resistant communication and attitude. Etc.
- Give him/her an opportunity to respond to what are the drivers for this behaviour and why he/she is acting this way.
- Don't get into instances of behaviour (e.g. He said, She said..)
- Focus a large part of the discussion on how he/she wants to resolve this in an immediate and sustained way - e.g. 'What will these new behaviour look like in 3,6 and 12 months
- Seek ownership by using 2 x You's – What do you think you need to do now? When do you think you can make these changes etc..