

# FOCUS:

## Preparing for and Conducting the Performance Discussion

### Outline for Conducting an Effective Performance Discussion

- ◆ Create a non-threatening atmosphere.
- ◆ Explain the goals of the meeting.
- ◆ Encourage a dialogue with the employee.
- ◆ Solicit the employee's perceptions of his or her performance.
- ◆ Review prior goals and objectives.
- ◆ Discuss the significant achievements of the employee.
- ◆ Discuss unsatisfactory performance.
- ◆ Build coaching and counseling into the appraisal discussion.
- ◆ Along with the employee, develop an action plan for closing any "performance gap" - the difference between current behavior and expected behavior.
- ◆ Conclude the discussion with a clear, explicit understanding.
- ◆ Review future goals and objectives.
- ◆ End on an upbeat note.