Performance Conversation Guide - Manager

1. **Preparation:**
   - What do you want to achieve from this conversation?
   - What do you think is important to this person?
   - What pre-conceived notions or assumptions might you have about the person and/or his/her performance?
   - What approaches have worked in the past with this person?
   - What does a good resolution (or ideal outcome) look like?
   - What opportunities will open up for you once you have this conversation?
   - What will help you stay curious and present?

2. **The Conversation:**
   - How do you think your performance has gone over these past [months/quarter/year]?
   - What examples can you share with me?
   - What were you most proud of?
   - What I appreciated about your performance was [provide details].
   - What have been your biggest challenge(s)?
   - What I observed as challenge(s) was [provide details].
   - How did you try to overcome/mitigate these challenge(s)?
   - What would you have done differently, if anything?
   - What support could I/the team/the University have given you?
   - What are your performance goals moving forward?
   - What are your measures of success?
   - What I would like to see you continue/focus on moving forward is [provide details].
   - How can I/the team support you to achieve these goals?

3. **Reflection:**
   - What did you learn?
   - What were the benefits of having this conversation?
   - What surprised you in the conversation?
   - What aspects were challenging?
   - What would you do differently next time, if anything?
   - How will you maximize the possibilities of this conversation?

**TIPS:**
- Performance is owned by the person so ensure she/he talks more than half of the time.
- Encourage dialogue by asking open-ended questions such as "Tell me more about...", "Why do you think...", "How can we..." etc.
- Provide constructive feedback that focuses on the work performed.
- When ending the conversation, ensure the person is leaving with a sense of achievement, clarity and purpose.