

## Performance Conversation Guide - Manager

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### 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?

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### Questions to ask your staff during the conversation:

- How do you think your performance has gone over these past [months/quarter/year]?
- What examples can you share with me?
- What you were 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?

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### 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?

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- ✓ 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.