

Conducting Feedback Discussions: Manager Guide

Performance management is an ongoing process throughout the year. You can enhance your effectiveness as a manager by having quarterly feedback discussions. Managers who conduct open, evidence-based, and future-focused discussions increase employees’ professional development and engagement.

Use this checklist as a guide to prepare for quarterly feedback discussions.

Conduct an Open Discussion
<ul style="list-style-type: none"> <input type="checkbox"/> Why am I delivering this feedback? Am I ready to provide feedback that will help the employee? <input type="checkbox"/> How can I foster an open and positive discussion? <input type="checkbox"/> How can I make employees feel comfortable during the feedback discussion? <input type="checkbox"/> How can I allow the employee to discuss any performance weaknesses with me? <input type="checkbox"/> How can I allow for the employee’s perspective? <input type="checkbox"/> How can I incorporate the employee’s perspective into my analysis of the situation?
Conduct an Evidence-Based Discussion
<ul style="list-style-type: none"> <input type="checkbox"/> Can I identify specific examples of the employee’s performance? How can I describe the impact of those behaviors on the team and business? <input type="checkbox"/> What examples can I give when the employee asks, “How am I doing?” <input type="checkbox"/> Can I identify clear examples of the employee’s performance strengths as well as performance areas in which to build further strength? What are examples I have observed? <input type="checkbox"/> How can I explain the consequences for the team and organization of not meeting performance standards? <input type="checkbox"/> How can I explain how the employee’s strengths positively impact performance?
Conduct a Future-Focused Discussion
<ul style="list-style-type: none"> <input type="checkbox"/> What tangible next steps can I provide to the employee to support professional development? <input type="checkbox"/> How can I motivate the employee to identify ways to improve performance? What is the outcome if the employee changes behavior? <input type="checkbox"/> How can the employee use personality strengths to optimize performance? <input type="checkbox"/> How can I work with the employee to identify next steps for professional development? <input type="checkbox"/> How can I discuss with the employee ideas and goals for the next quarter?