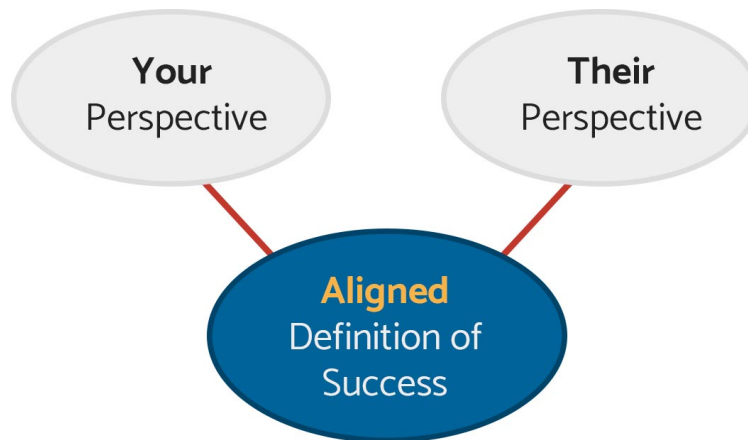


You can have your best possible conversation while helping someone improve their performance. Use this fitness plan to think about your own perspective about someone's performance, then make an effort to learn about their perspective about their own performance, and ultimately gain an aligned definition of success that encourages positive change.



### **Your Perspective**

Your perspective includes what you believe someone should be doing or moving towards, and what they're doing wrong currently.

### **Their Perspective**

The other person's perspective will comprise of where they think they are, and where they believe they are headed.

Keep in mind that no one changes behavior based on someone else's picture of where they should be headed. The only time human behavior change happens is when that individual feels they should be headed in a different direction.

### **Aligned Definition of Success**

Once you understand their perspective, and then apply your own perspective to what they've shared with you, alignment is created.

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### **The Conversation**

Three components are needed in your conversation in order to focus on this person and where they stand, instead of your own impulses about their performance.

1. Alignment: Find agreement on the things they wish to do or get better at, and your idea of where they could improve and what they should do next.
2. Engagement: You want them to show interest in their own behavior change.
3. Forward Movement: Focus on what is done next, instead of what they've done wrong. This is where real learning happens.

Cause Alignment, Engagement, and Forward Movement by:

- Planning the opening to your conversation
- Discovering their challenges and thoughts about their performance
- Providing your feedback
- Agreeing on a plan that they choose for moving forward

Think of someone that you need to have a conversation with regarding their performance, and answer the following questions accordingly.

### **Opening the Conversation**

Spend some time thinking about how you can start this conversation, so you can understand their perspective better and see forward movement.

What will you say in order to open the conversation using a positive, forward focused approach?

What will you say so that your support is conveyed for them as they make changes and pursue greater success?

### **Discovery**

During your conversation ask questions that help you discover and better understand their perspective on their performance or situation.

What questions can you ask to learn more about this person's thoughts about the issue they are facing?

**Feedback**

It's natural to want to begin with your feedback when having a conversation about employee performance. Refrain from giving your feedback until they have answered your questions during the discovery step and you have a complete understanding of where they stand on the issue. Waiting until this stage to provide feedback will encourage alignment as you both face the problem together, instead of risking having your view about the problem oppose their view.

What feedback and thoughts will you add to the conversation if they do not get revealed by the other person in the discovery phase?

**Plan**

Now is the time to discuss the plan for moving forward and taking new steps. Keep in mind that your feedback can be added in this phase of the conversation as well.

What questions will you ask or what input will you give as you agree on a new plan of action together?

How will you offer your support for their new plan?

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Remember: Don't fall into the trap of immediately looking for the results following your conversation. Behavior change is tough and takes time. Look for the right things in the right order:

1. Effort: Is this person trying? What are they trying?
2. Progress: Are they advancing?
3. Momentum: Is the progress consistent?
4. Results: Is the outcome better?

*Help someone achieve things they didn't think possible before you had this conversation with them. It's your job as leader, and only you have the power to make that difference.*