**The Performance Conversation**

**Remember:**

* There should be no surprises! Performance, especially performance needing improvement, should be discussed at the time it occurs.
* Be prepared in order to get the most benefit from the discussion
* Maintain a positive or problem-solving focus
* This is a two-way conversation; you are an active participant!
* Don’t be afraid to ask for clarification

**Getting Started:**

* Bring a copy of your completed self-appraisal with you
* Come with an open mind
* Maintain good eye-contact, an attentive posture, and a professional manner

**The Flow of the Conversation**

Generally, your supervisor will:

* Review your job description
* Review your self-appraisal
* Discuss your overall performance
  + Accomplishments and areas of exceptional performance
  + Areas of performance needing more attention or improvement
* Assess completion or progress on your current-year goals
* Ask you for feedback

**Self-Reflection & Feedback**

* You may be asked to review your self-appraisal first or your supervisor may ask you for feedback after reviewing each goal or area of performance
* Listen and take notes
* Reflect back to your supervisor your understanding of what he/she said
* If unclear, ask for specific examples
* Work to arrive at a common understanding—rather than agreement—on how you and your supervisor view your performance
* If your supervisor is providing constructive or tough feedback, follow the tips on the next page

**Tips for Receiving Feedback**

**Be receptive to the feedback**

* Focus on the content, not the person
* Assume the person is giving feedback to help you
* Keep an open mind

**Listen carefully**

* Make eye contact
* Concentrate on what is being said, not how it is being delivered
* Consider non-verbal communication

**Control your reactions**

* Avoid interrupting, defending, or arguing
* Remain calm; don’t let your emotions escalate

**Ask questions to better understand the feedback**

**Acknowledge the other person’s view—even if you do not agree**

* Show that you understand
  + Accept responsibility for your performance; stay away from blaming others and making excuses
  + Don’t be defensive or criticize others—this is about your performance
* Express willingness to problem solve
* Identify at least one thing you can do differently

**Thank the person for providing the feedback**

* Take the feedback as an opportunity to learn something about yourself