

How to lead a great performance conversation

This guidance is to support and enable you to **reflect** on your team member's performance so far.

Performance conversations should take place throughout the year and summarised on *my* HR portal.

Your team member should leave the conversation...

- Feeling clear about how they are performing
- Knowing what (if anything) they need to do differently
- Feeling motivated and supported as they move forward

Here's how you can head into the performance conversation with confidence.

Before the conversation

A bit of preparation will help the conversation flow and show your team member how invested you are

You'll find guidance about viewing and updating the performance documents on *my* HR portal [here or at the bottom of this guide](#).

- 1) Well before the meeting, ask your team member to reflect on their performance by adding their comments to *my* HR portal
- 2) Reflect on feedback themes from throughout the year to inform development planning for your team members.
- 3) Use *my* HR portal to remind yourself of your team member's goals and read the comments they've added
- 4) Reflect on the progress they've made against their goals as well as their performance more generally
- 5) Make notes and talking points of examples you can take into the meeting. Include activities where praise is due, and where constructive feedback is needed

Don't just focus on **what** your team member has achieved. Think about **how** they've achieved it and the behaviour they've displayed. You can reflect on this by using our [Culture Essentials behavioural expectations](#).

During the conversation

As a manager, you will naturally lead the meeting but try not to dominate the conversation. Aim for about 50/50 in terms of who is talking and use open questions to encourage your team member to own their progress.

Do this by...

- Ask for your team member's views first, before sharing your own observations
- Be clear about what action they need to take to maintain momentum or improve their performance
- Give them constructive tips to grow
- Frame challenges positively by encouraging your team member to think about what they've learned
- Always celebrate strengths and achievements. Performance conversations are a great time to recognise and motivate your people
- Consider your team member's preferences (e.g. a reflector with a strong focus on feeling as well as thinking) and how you can shape your questions and style in line with this
- Make sure there are no surprises – you should be having regular 1:1's so there shouldn't be anything your team member doesn't already know. [Click here](#) for more on 1:1's

Use the conversation guide on the next page to help you have a great conversation.

After the conversation

- 1) Add your comments to your team member's document on *my* HR portal
- 2) Ask your team member to update their performance and development goals on *my* HR portal, if any need updating
- 3) Continue to regularly check in and review progress in each 1:1.

How to lead a great performance conversation

How to structure your conversation

Use the suggested questions to help your conversation flow.

1 Set the scene

Remind your team member about the purpose of the conversation and invite them to share their thoughts on how things are going.

Ask

Looking back, what were your key achievements and successes?

What progress have you made against your performance and development goals?

2 Discuss their progress

Use some of these open questions to help you explore your team member's achievements, challenges and behaviours.

Ask

What accomplishments are you most proud of?

What challenges did you face and how did you overcome them?

What did you learn from these experiences?

In what projects, tasks or situations did you display our Culture Essentials? How did they help you?

Are there any projects, tasks or situations where you could have used the [Culture Essentials](#) more?

3 Share your observations

It's time for you to share your observations from your pre-prepared notes.

Keep a balance between positive feedback as well as areas for improvement.

Always be clear, constructive and factual when you're sharing your observations.

In cases where you need to see improvement, be clear about what you need your team member to do differently in future.

4 Look ahead

Now review your team member's performance and development goals. Use some of these questions to help you.

Ask

Looking forward, what will your key focus be?

Do we need to adjust any of your performance goals because of changing priorities?

How are you progressing with your development goals?

Is there anything getting in the way of you achieving your goals?

Is there anything we can better support you with from an inclusion perspective (e.g. in relation to a health condition or personal circumstance)?

Tell me one thing I could do that will help me better support you as your manager?

Note: Performance goals should focus on the 'how' and the 'what' activities that help us achieve our business goals. [Click here](#) for more on goal setting.

5 Agree next steps

Agree actions your team member needs to take in order to maintain momentum or improve their performance.

Wrap up the conversation by agreeing when you'll review progress.

More information on Performance Improvement Plans (PIP) can be found [here](#).

Supporting you

We recognise that not every performance conversation will be straightforward. If this is you, then read these articles before you head into the conversation.

Brush up on your feedback skills [here](#)
Heading into a challenging review? [Click here](#)
Address poor performance with these tips [here](#)

Need further support?

Get in touch with **People Support** or your **HR Business Partner** for advice.