Providing feedback effectively takes planning. Reacting just to provide immediate feedback is not the best way to let an employee know they need to improve. Use this discussion planner when you have improvement feedback to provide or you need to have a difficult conversation with a direct report.

You may also use this resource to help you plan positive feedback/recognition.

This resource is for informal discussions, if based on previous discussions you are considering the employee’s actions to warrant discipline or a performance improvement plan, contact Lisa Schaufenbuel, Associate Director of Human Resources and Affirmative Action (HRAA) at x2804 or [lschaufe@uwsp.edu](mailto:lschaufe@uwsp.edu).

**What do you want to discuss? Why is it important?**

Click or tap here to enter text.

**What specific behaviors or results is the individual displaying or achieving that need improvement (or you want to recognize for the individual to continue)?**

Click or tap here to enter text.

**What is your objective(s) for this discussion?**

Click or tap here to enter text.

**What desired results or tasks need to be achieved after this discussion** (examples: increased quality of a task/project, decreased conflicts, increased task completion while maintaining quality) **[Be specific – reference SMART goals]**

Click or tap here to enter text.

**What might I say to the individual?**

Click or tap here to enter text.

**What reaction/challenges might arise** (examples: person disagrees with feedback, gets emotional, doesn’t respond)**? [Consider this person and in general how someone might react]**

Click or tap here to enter text.

**How can I avoid and/or address those issues?**

Click or tap here to enter text.

**What barriers or obstacles might be hindering the individual’s performance?**

Click or tap here to enter text.

**What resources should be offered for support?**

Click or tap here to enter text.

*Questions are adapted from Development Dimensions International, Inc.*

**Tips:**

* Use “I” versus “you” statements
* Provide the “why” for the feedback
  + What business impact is (or could) happen because of the individual’s behavior/results?
* Maintain your emotions
* Address ineffective responses empathically – I see you are …

**Lead the discussion as a coaching session:**

Rather than leading the discussion with providing the feedback, turn the feedback into a coaching session, allowing the individual to reflect (hopefully) on improving the behavior, performance, and/or results. Preparation (by using the above questions) is still needed in case the individual’s perspective does not align with the results or your observations.

Ask the individual:

* For their perceptions on how “x” went before providing feedback
* Why and how did the behavior/result occur?
* What challenges/barriers are they facing?
* How could things have been done differently?
* How can you (as the leader) do to support them to be successful?
  + During the meeting reflect on the challenges/barriers brought up, what can you do to remove or minimize them?

**Reminders:**

* Offer Lisa Schaufenbuel as an additional resource for performance guidance
* If personal reasons, factors outside of work, and/or stress are brought up as a barrier/challenge, offer the Employee Assistance Program brochure (contact HRAA to request brochures)
* If a medical reason is brought up, contact an HRAA representative to discuss:
  + Julie Hayes, Benefits Specialist at x4677
  + Lisa Schaufenbuel at x2804, *or*
  + Pam Dollard, Chief Human Resources Officer at x3975