

The ‘Four Fs’ Principle

'A simple four step guide for any one to one discussion or appraisal with a team member'



Dale Carnegie

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Theodore Roosevelt

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- How are they?

- What are they enjoying/not enjoying about their role?

- What gets in the way?
- What would help them?
- Show you care



- Where are they?
- What are they?

- Are there areas of concern?

- Have there been any issues raised?
- Give praise where appropriate

- What training

- What progression/ future role



What can I do to help?

things?

- What can I do more of / less of?
- What do I need to do differently?
- How can I best support you?

**It should feed
experience,**

- Show genuine interest in the individual
- Be factual

- Show empathy
- Be clear and concise
- Actively listen / observe body language
- Aim for 80% them talking, 20% you
- The above questions are a guide, use your own, probe as necessary

