

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



## Dale Carnegie

## Theodore Roosevelt

## How is the individual feeling?

- How are they?
- What are they enjoying/not enjoying about their role?
- What gets in the way?
- What would help them?
- Show you care



## How are they performing?

- Where are they against their objectives?
- What areas are going well?
- Are there areas of concern?
- Have there been any issues raised?
- Give praise where appropriate

## What will be different ?

- What areas need focus on?
- What training or development is needed?
- Any behavioural change needed?
- What progression/ future roles?



## What can I the manager do?

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

## It should feel like an experience, not a process

- 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

