

Spiral Impact Feedback for Performance Improvement Worksheet

This is a general outline, refer to the *Giving Deliberate Feedback for Leaders Booklet* for specific suggestions and examples.

Reflect:

intention and issue/situation- Identify

Have you made sure they:

- Have the appropriate knowledge/training
- Knows what is expected
- Have the aptitude for the position
- Is motivated or invested in being there

**What are the employee's performance goals and career aspirations?
How does this impact the organizational goals and stakeholder needs?**

Conversation:

First rehearse and be sure to be centered.

Opening/intention: Set the tone and connect (see examples page 9).

Discovery: Ask open ended questions to guide them to own their awareness and conclusions (examples page 10) avoid "why" questions. Be sure to include, "How does this impact our values and intentions?"

Impact: Discuss the impact this issue has on your organization goals and your stakeholders (examples page 10) Reiterate what you learned in Discover.

Restate Intention and the Desired Outcome: State what you want instead of what you don't want; ask what their plan is to implement. (examples on page 11)

Accountability:

Summarize the understanding *together*:

1. **Who** is doing **what**?
2. **When** will this be done?
3. **How** will it be communicated and to who?
4. **What** happens if the situation happens again?

Document this conversation in writing.