Feedback for Jane
Give Difficult Performance Feedback
Build Date: 4/22/2019

Avoid These Missteps:

- Feedback taken as a personal attack
- Conversation goes off track before message is conveyed
- No clarity on how to improve performance

Anchor the Conversation in a Specific Example

1. Describe a specific example of their performance
   “I’m concerned about yesterday’s huddle.”

2. State the consequence of their performance
   “It made the patient upset.”

3. Ask for their perspective on what happened
   “Help me understand why this happened.”

Don’t Get Sidetracked by Their Justification

4. Acknowledge their perspective but re-focus conversation on future behavior

<table>
<thead>
<tr>
<th>Mark “X” By Their Likely Reaction</th>
<th>Reaction</th>
<th>What You Might Hear</th>
<th>How You’ll Say It</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Subject</td>
<td>“So, how’s your family?”</td>
<td>“Great, thanks. Today, however, I need to talk to you about your performance.”</td>
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<tr>
<td>Apologize</td>
<td>“I am soo sorry. It will never happen again!”</td>
<td>“I appreciate that, but I want to discuss the issue so we understand what went wrong.”</td>
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<tr>
<td>X</td>
<td>“I don’t believe I missed anything. I was at the huddle.”</td>
<td>“I’m surprised to hear this. I checked with the nurse supervisor and she told me you weren’t there for the first 10 minutes.”</td>
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<tr>
<td>Rationalize</td>
<td>“I don’t have time to write everything down between patients. The next patient needs me to come quickly.”</td>
<td>“I expect you and everyone on my team to document patient information in a timely manner each and every time because it greatly increases accuracy.”</td>
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<tr>
<td>Shift Blame</td>
<td>“It’s materials management’s fault.”</td>
<td>“I’m speaking to them this afternoon. Right now we are just talking about your performance.”</td>
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<tr>
<td>Keep Score</td>
<td>“Everyone does it, so why can’t I?”</td>
<td>“That doesn’t make it right. The only behavior we are focusing on right now is yours.”</td>
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<tr>
<td>Negotiate</td>
<td>“I don’t think this warrants probation.”</td>
<td>“There are no exceptions to this rule. Period.”</td>
<td></td>
</tr>
</tbody>
</table>

Clarify Next Steps

5. Describe a specific example of their performance
   “Before we go on, can you tell me how you see yourself approaching this in the future?”

6. Close with a next step
   “Next time you think you’ll miss a meeting, text or call Sarah to let her know.”

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