

PREPARE / CONDUCT THE CONVERSATION

Directions: Using the GROW (Goal, Reality, Options/Obstacles, Way Forward) framework, use the space below to prepare for the Check-in. Refer to the **Asking MassPerform Questions Job Aid** for additional questions to ask, empathy statements, and tips to prepare. Refer to your plan as you conduct the conversation to keep the discussion on track.

Action Steps	Notes
<p>Step 1: GOAL (Or Expectation) What do you want to accomplish during this meeting?</p>	
<p>Step 2: REALITY Identify status of goal achievement using your identified metrics to substantiate and describe progress:</p> <ul style="list-style-type: none"> • Issues, circumstances, or factors that have influenced your results. • Actions taken that are working well (be specific), what has not been completed, and specific obstacles / challenges. • Identify any areas of potential skill development and how they would support goal achievement. • Ask: <ul style="list-style-type: none"> ✓ <i>“What changes in business should we discuss?”</i> ✓ <i>“How do these changes impact my / your expectations?”</i> 	
<p>Step 3: OPTIONS / OBSTACLES</p> <ul style="list-style-type: none"> • Collaboratively explore current obstacles and options to achieve goal(s). <ul style="list-style-type: none"> ✓ <i>“What would you suggest I do differently?”</i> ✓ <i>“What should I stop, start, continue to do?”</i> ✓ <i>“What has worked in the past?”</i> ✓ <i>“And what else?”</i> ✓ <i>“If we are saying “yes” to this, what are we saying “no” to?”</i> • Ask for business context, changes, and risks. • Ask for the help/support would you like from your manager or others to stay on track. • Agree on next steps. • Thank your manager for his/her feedback. 	
<p>Step 4: WAY FORWARD</p> <ul style="list-style-type: none"> • Summarize discussion points; collaboratively agree on what should continue/change. • Be prepared to offer your supervisor feedback, be specific; include example(s). • Thank your supervisor for support. 	

DEBRIEF THE CONVERSATION

Directions: Complete the following independently by checking two or more actions that you did well; then highlight one action you will do differently at your next Check-in or daily discussion. Discuss each of your perspectives to reinforce strengths and to support one another’s continuous improvement. *Refer to the action that you identify to do differently when planning for your next Check-in.*

✓ Evaluate Skill Use & Determine Next Steps
1. Opened the discussion and summarized the purpose and goals of the conversation.
2. Used open-ended questions to draw out more in-depth information such as <i>What do you think? Tell me more ... How does this impact...?</i>
3. <i>Summarize</i> to reflect back to the other person what you heard them say in your own words. STOPPED talking to let the other person respond. Used this skill when logic and emotion were in balance.
4. <i>Empathized</i> to acknowledge the other person’s feelings (Manager) <i>“You’re frustrated when I don’t follow through.”</i> Or (Employee) <i>“It’s disappointing when you don’t follow up.”</i>
5. Balanced understanding the other’s perspective with stating your Intentions. Remembered to separate the other’s perception from your intent.
6. Gave feedback by being SPECIFIC about the behavior that you were describing and linking it to its impact or outcome. Focused on behavior (what can change) and <i>not</i> the person’s personality.
7. Utilized the SARAH Cycle and 3 Triggers to manage defensiveness. <ul style="list-style-type: none"> • SARAH Cycle (Don’t get stuck in emotion; Accept others’ perspective; Help = ask questions) • Triggers: Truth / Relationship / Identity
8. Identified <i>areas of agreement</i> when revising expectations/goals.
9. Established a Way Forward towards achieving the expectations for the year.
10. Determined commitment by asking, <i>“Are you willing to commit to the plan?”</i> and/or <i>“What will get in the way of your commitment to this action plan?”</i>
<p><i>What is one action that you will do differently at the next Check-in or daily discussion?</i></p>