Encouraging Effective Performance: What the Best Performance Documents Have in Common

1. Truthfulness
The document only has what the author could swear to in court.

2. Follow-up
The leader gives time for the employee to improve (or not), then follows-up with another discussion to update the employee with observations, then writes a CC based on the follow-up observations and discussion.

3. Timeliness
The document is presented without delay. The employee is not waiting so long that they're guessing or worrying about what is taking so long.

4. Narrow Scope
Ideally there is just one topic. If more than one event or activity is discussed, they are closely related in time or topic. The scope is narrow to avoid confusing or overwhelming the recipient.

5. Conciseness
A CC or NTCD that is too wordy can make it difficult to understand the point of the document; it can also unnecessarily make the employee feel attacked. The best get to the point, including all but only what is necessary.

6. Consistency With Discussion
Write only what you discussed with the recipient. If you didn't discuss it, don't write it. If you're not <u>certain</u> you discussed it, don't write it.

7. Specified Expectation
The document specifies **what** behavior the leader expects and **when** that behavior should occur. Expectations should be clear and easy to understand.

LEADERSHIP FOR EMPLOYEE RELATIONS
Encouraging Effective Performance

Employee Counseling Meeting Model Checklist

Before Meeting w/Employee:

- ☐ Gather facts about the action or incident.
- ☐ Prepare a list of questions to ask about what happened (FACTS needed).
- ☐ Determine the performance/behavior standard that applies
- ☐ Determine the "WHY?" principle that supports the standard.
- ☐ Prepare a "how to get there" strategy (i.e., guidance & training – how the employee should perform in the future).

Meeting w/Employee

- ☐ Tell them why you are meeting (Don't create anxiety).
- ☐ Ask open ended questions about what happened (may need specific follow up questions to clarify details).
- ☐ **Ask "What was going through your mind when . . .?"**
- ☐ Shut up and listen!!

Once you get your facts straight and know what was going through employee's head:

- ☐ Explain standard of performance/behavior for the situation.
- ☐ Give guidance & training (How to get there).
- ☐ Explain "WHY" the standard needs to be met.
- ☐ Tell employee if you are going to complete a performance document.

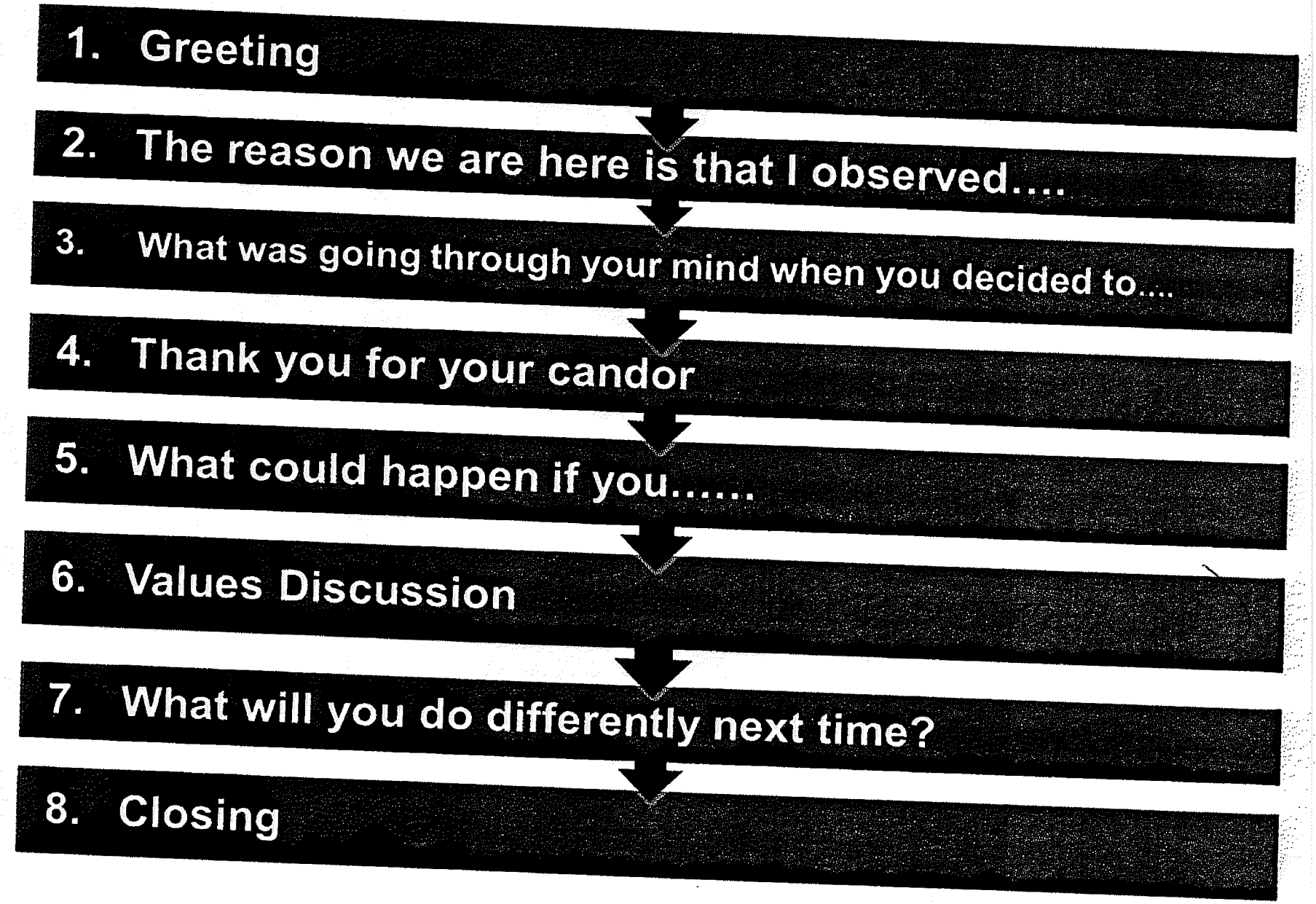
  Note: documents increase retention – Memorable & Meaningful

Writing the Performance Document

- ☐ Follow the CC/NTCD format:
  - Here is where you are.
  - Here is where you need to be.
  - Here is how to get there.
  - Here is WHY
- ☐ Write all, but only, what is necessary.
- ☐ Make sure content matches what you said in the meeting (No land mines)
- ☐ Have a peer review document to ensure it is not emotional

Serving the Performance Document

- ☐ Advise the employee you completed the performance document from the prior meeting
- ☐ Ask if anything in the document is "factually incorrect."
- ☐ Ask if there is anything in the document that the employee does not understand.
- ☐ Be prepared to change words but not facts.


1. Greeting
2. The reason we are here is that I observed....
3. What was going through your mind when you decided to....
4. Thank you for your candor
5. What could happen if you.....
6. Values Discussion
7. What will you do differently next time?
8. Closing