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| Strengths-based Leadership Approach to Discussing Performance Concerns  |
| Before you discuss the issue: Identify the specific **behavior** that is of concern, avoid attributing behavior to personal characteristics or personality. Reflect on your own bias or pre-conceived ideas. Consider what might be going on behind the scenes. |
| Lead in | “How do you think….. is going?” |
| “I’ve been noticing….. and I’m curious about it.” |
| “I am concerned about… and I wanted to get your thoughts on it.” |
| “We have talked about… before and I see that it happened again. Help me understand what happened.” |
| POWER IN THE PAUSE |
| Use Active Listening & Reflection | “You think…..” |
| “Your challenge has been…” |
| “You seem frustrated/unconcerned/satisfied/confused/unsure/upset” |
| “You seem to really value….” |
| “You are not sure how to move forward” |
| “It seems like it’s difficult for you to hear this”  |
|  USE STRENGTHS-BASED VISION |
| Affirm a Strength | “It seems like you want to do well here” |
| “I’ve noticed there have been times when this has gone well/worked out better/not been an issue”  |
| “You’re committed to …..” |
| “I appreciate you sharing your perspective” |
| “You’ve been trying really hard” |
| “I see….. as a strength of yours” |
| DON’T SAY “BUT”! |
| Encourage Critical Reflection | “What is holding us back here?” |
| “When things go well, what is different?” |
| “How do you think …. sees this situation?” |
| “What are we missing?” |
| “How do you think this impacts…. ?” |

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| REMEMBER, YOU DON’T HAVE SUPER-VISION! |
| Generate Solutions Together | “What ideas do you have for moving forward?” |
| “How can we best support your success?” |
| “What needs to change?” |
| “What do you think about (insert your solution)?” |
| “What’s something you’re willing to try to do differently?” |
| “How can we use (insert a strength you see in them) to support movement on this issue?” |
| “What’s within our control here?” |
| PRACTICE COMPASSIONATE CURIOSITY |
| Support Motivation to Change | “If nothing changes, what do you see happening?” |
| “It can be difficult to realize we own some part of the problem” |
| “What’s possible if we are able to get this right?” |
| “How would making progress on this make things better for you?” |
| “You said there’s not much you can do to make this better. Let’s talk about what that is, even if it’s small”  |
| “On one hand I hear you say…. and on the other hand I see (or hear)… what do you think’s going on there? |
| Share Your Perspective/Concern | “I see (behavior) as getting in the way of (goal)” |
| “I most concerned about the impact on….” |
| “(specific behavior) is in conflict with (policy/standard/expectation) so we need to see a change” |
| “I’m concerned because the policy/standard/expectation is….. so if this continues…. (consequence)” |
| “This is a crucial skill/behavior/action for this role, and I’m concerned about your future in this position if we can’t figure this out”  |
| “At this point, we have addressed this several times and it is still happening. As we discussed previously, the next step is (consequence)”  |
| Solicit takeaways and action items | “What’s your takeaway from this conversation?” |
| “What is your next step?” |
| “What’s the message you take from all of this?” |
| “Where do we go from here?” |
| “What’s our game plan from here?” |
| “How will we know that we are making progress on this?” |