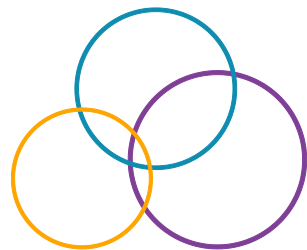


Performance Conversation Guide



How to have productive, defensible conversations, without avoidance or overcorrection

When to Use This:

- Performance has slipped
- Expectations aren't being met
- Behavior is creating friction
- You're unsure whether an issue is **"big enough"** to address

Before the Conversation:

Ask yourself:

- What specifically is not meeting expectations?
- What impact is this having on the team, work, or results?
- What does "success" look like going forward?

If you can't answer these clearly, pause and **clarify** before meeting.

Conversation Structure

1

Set the tone

"I want to talk about how things are going and make sure we're aligned moving forward."

2

State the observation

Stick to facts, not assumptions.
"Over the last month, deadlines have been missed on three projects."

3

Explain the impact

"That's created delays for the rest of the team and required others to step in."

4

Invite perspective

"I want to understand what's going on from your point of view."

Listen to **understand**, not simply to **respond**.

*If the conversation reveals that a temporary accommodation may be needed due to a personal matter, **pause** and **involve HR** before determining next steps. When appropriate, establish a clear, time-bound plan that outlines expectations and provides a defined opportunity for improvement and success*

If this is purely a performance issue or after understanding was offered, continue with this list.

5

Clarify expectations

“Going forward, here’s what needs to change...”

6

Confirm next steps

“Let’s agree on what success looks like and when we’ll check in.”

After the Conversation:

- Document what was discussed
- Note agreed-upon expectations
- Schedule a follow-up
- Monitor improvement and point out progress with factual observations
- If improvement is not met, introduce HR support

Consistency matters more than perfection.

Performance culture is built through clarity and follow-through.

Organizations rarely struggle because people don’t care. They struggle because expectations aren’t consistently reinforced.

PPR partners with leadership teams to build performance systems that support accountability, opportunity, alignment, and sustainable growth.

Start a conversation with PPR about strengthening performance leadership across your organization.



214-616-2040 | info@pphr.com



Dallas, TX | pphr.com