



Avoid These Missteps:

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

Mark "X" By Their Likely Reaction	Reaction	What You Might Hear	How You'll Say It
	Change Subject	"So, how's your family?"	"Great, thanks. Today, however, I need to talk to you about your performance."
	Apologize	"I am sooo sorry. It will never happen again!"	"I appreciate that, but I want to discuss the issue so we understand what went wrong."
X	Deny	"I don't believe I missed anything. I was at the huddle."	"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."
	Rationalize	"I don't have time to write everything down between patients. The next patient needs me to come quickly."	"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."
	Shift Blame	"It's materials management's fault."	"I'm speaking to them this afternoon. Right now we are just talking about your performance."
	Keep Score	"Everyone does it, so why can't I?"	"That doesn't make it right. The only behavior we are focusing on right now is yours."
	Negotiate	"I don't think this warrants probation."	"There are no exceptions to this rule. Period."



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."