BEST PRACTICES FOR ADDRESSING PROBLEMS
A Performance Management “How-To”

RAISE THE ISSUE
- Identify the area of concern.
- Example: "I need your help with ... " or "I am concerned about ..."

DESCRIBE THE SPECIFICS
- Avoid accusations and defensiveness by using the STAR model for effective feedback.
  - S/T – situation or task the employee faced. Provides context for the person’s actions and helps explain importance.
  - A – action taken. What was said or done to handle the situation or task. Describe what the employee did or didn’t say or do. Provide details and examples.
  - R – results. What was changed, for better or worse, by the employee’s actions. Describe in detail the impact or consequences of the action.
  - Example: "In today’s meeting, I noticed you started to talk when Bob was still speaking. You did this again when Joan was talking. These interruptions made it hard for us to hear their ideas. I don't think they had a chance to finish what they wanted to say. I know you are very enthusiastic about this topic, but it would be better if next time you would make sure the person talking is finished before you start. That way we'll all get to hear everyone's ideas."
- Encourage the employee to discuss how they feel by using open-ended questions.
- Summarize the employee’s remarks to confirm understanding/perception.
- Example: "When this happens ... the result is ... and I feel ...." Or, "Why do you think that occurred?"

REQUEST A CHANGE IN BEHAVIOR
- Mutually discuss ways to eliminate the problem.
- Seek the employee’s suggestions, thoughts, and goals.
- Make suggestions.
- Example: "In the future how can we ... ?" Or, "Here's what I would suggest ..."

AGREE ON AN ACTION PLAN
- Summarize what you discussed.
- Provide an opportunity for the employee to make any final suggestions or comments.
- Set a time and place for follow-up and evaluation of the changes.
- Close the discussion on a positive, upbeat note.

FOLLOW UP
- If the situation warrants it, keep a record.
- Evaluate how you handled the discussion and what you could do differently in the future.
- Set up a system for follow-through (e.g., set check-in dates on calendar).
- Continue to provide assistance to the employee as needed and appropriate.
- Provide feedback.
WHEN TO PUT IT IN WRITING

- When it's something you should remember (positive or negative).
- At the first sign of a problem.
- To keep track of a recurring problem.
- When you might take future action (positive or negative).
- So that you can share documentation with the employee to clarify expectations.