



Find the Gap Worksheet: Input

Follow the steps and record your answers.
Important: Be thorough, as the quality of your work feeds into the turnaround message.

1

Performance Continuum

Think of an employee for whom you would like to provide performance feedback/coaching.

Indicate the current and planned position:

2

Uncensored Perception(s)

What comes to mind when you think about your biggest concern(s)?

3

Supporting Examples

"If I were a video camera what would I have recorded?" List about 3 **very specific** examples that support the Uncensored Perception(s) identified in Step 2. Avoid general statements. Describe specific actions/behaviors you have seen/experienced:



4

Negative Business Impact

List one or two problematic outcomes of the observed performance:

5

"The One Thing"

Analyze all of the steps and using 1 sentence specifically describe the single thing that stands out (and if changed would help the employee be even more effective in his or her role):



Turnaround Worksheet: Output

Work from the Find the Gap Worksheet (Input) to turnaround the negatives from steps 3, 4 and 5 to specifically describe the performance you want to see. You're painting a picture of future expectations. Avoid critical/negative language. Be direct: Ask for what you want versus sugar coating or watering down the message.

6

★**Introduce the topic** ★**Make this step easier** by first completing parts 7, 8 and 9.

- I've been thinking about your role and the importance of...
- In the _____ environment it's critical that...
- I've been thinking about your professional development and I think the next area of focus relates to _____.
- Even though this is awkward to bring up I want you to have full information.
- Use one of your organization's values: Example: One of the things we're known for is being a place where each relationship counts.
- Other:

7

The Turnaround. Referring back to Step 5, ("The One Thing"), using one sentence turnaround the negative into a description of the desired performance: *Think of this as the overall objective.* In the next step you can describe the specific actions required to demonstrate this objective.

Start with something like:

- Develop the ability to...
- Work on...
- Focus on...
- Put your energy into...

8

Specific Actions: Referring back to step 3 (Supporting Examples), describe the very specific actions that will demonstrate the desired performance: In this step you are painting a picture of the performance you want.

Ask something like: "Can we have a conversation about what this would look like?" or
 "Can I get into the specifics of what I mean?"



9

Positive Impact: Referring back to step 4 (Negative Business Impact), describe the Positive Impact. Turnaround the Negative Business Impact(s) by thinking and writing in terms of what will happen when the change takes place.

Say something like: The reason this is important is because...

10

Checking and Adjusting Your Work Yes or No:

- Have you painted a clear picture? If the individual was to hear these talking points (exactly as is) would he or she have a clear understanding of your expectations? Or would he or she say, "What do you mean by that?" Adjust as needed to prepare for the upcoming role play practice.
- Does this message use the Turnaround approach? Scan the message for critical/negative language, particularly in steps 8 and 9.