

Congrats! You have completed  
**Module 2: Conversation Check-ins**



You are now ready to begin  
**Module 3: Conversation Check-in Behaviors**

3-5 minutes to complete

**Ready to get started?**

**LET'S GO**

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**MANAGER**

Hi, Elizabeth, how are you today?  
How's your family?

**ELIZABETH**

I'm doing pretty well this week, thanks. My family is great, Mom is feeling better after her illness.

**MANAGER**

That's great news!



Question 1 of 8

Is this interaction **positive** or **negative**? Select your answer and click SUBMIT.

- ☒ A. positive  
☐ B. negative

**SUBMIT**

**Correct!**

The manager is providing positive, honest, and specific feedback about Elizabeth's effort in achieving her goals. This builds rapport.

Click NEXT to learn about asking questions.

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NEXT >

## 2 | ASKING QUESTIONS



In addition to building a positive rapport, another behavior that is important during Conversation Check-ins is **asking questions**.

Questions help you learn about your employee and help them build problem-solving skills.

You can do this through:

**Asking open-ended questions**

**Asking closed questions**

**Probing**

**Clarifying**

**MANAGER**

Oh, good. I appreciate how proactive you are in setting and working towards your goals. Let me tell you what you should do now.

**ELIZABETH**

Um, ok. I was thinking that I could talk to Todd in Escrow in order to recommend some solutions and for a few prospects and advance the sale.



Question 2 of 8

Is this interaction **positive** or **negative**? Select your answer and click SUBMIT.

- ☐ A. positive
- ☒ B. negative

**SUBMIT****Correct!**

This is a negative Conversation Check-in behavior.

Instead of asking questions and allowing Elizabeth to problem-solve, the manager tells Elizabeth what she should do next. The way the manager responds is unprofessional and belittles her solution.

Click NEXT to learn about active listening.

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NEXT &gt;

## 3

## ACTIVELY LISTENING



The next behavior necessary for a successful Conversation Check-in is to **actively listen**.

Effective listening has a direct impact on problem-solving, decision-making, and maintaining good working relationships.

You can do this through:

**Listening without judgment**

**Listening to understand,  
not just respond**

**Being aware of your own  
filters & biases**

**Resisting distractions**



**MANAGER**

Okay. We do need to discuss your recent tardiness. You've been late to several meetings since our last check-in, including to our department meeting last Tuesday.

**ELIZABETH**

I know, I'm so sorry. I keep losing track of time while I'm working, and it makes me late.



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Question 3 of 8

Is this interaction **positive** or **negative**? Select your answer and click SUBMIT.

- ☐ A. positive  
☒ B. negative

**SUBMIT****Correct!**

The manager's behavior is negative.

The manager is not listening actively or giving their full attention to Elizabeth during a performance discussion. Instead of listening to her feedback and helping her develop a solution, they oversimplify the issue and the answer.

Click NEXT to learn about receiving feedback.

NEXT &gt;

## 4

## PROVIDING AND RECEIVING FEEDBACK



The final behavior that creates a successful Conversation Check-in is providing and receiving feedback. **Successful conversations are achieved through consistently providing employees with relevant and useful information.**

One way to provide ongoing, useful information is through feedback. The goal in providing feedback is to do so in a way that enables improvement or growth while also maintaining the employee's dignity.

The three elements of effective feedback are:

- 1 Make the employee aware of what they are doing.
- 2 Make the employee aware of how their actions impact themselves and others.
- 3 Make the employee aware of why they may need to do things differently.



**MANAGER**

Okay. We do need to discuss your recent tardiness. You've been late to several meetings since our last check-in, including to our department meeting last Tuesday.

**ELIZABETH**

I know, I'm so sorry. I keep losing track of time while I'm working, and it makes me late.



Question 4 of 8

Is this interaction **positive** or **negative**? Select your answer and click SUBMIT.

- ☒ A. positive  
☐ B. negative

**SUBMIT****Correct!**

This interaction is positive.

The manager makes Elizabeth aware of the performance issue, informs how the behavior is impacting the team, and why it needs to change. They further ask an open-ended question, and offer to support her in developing a solution.

Good job! Click NEXT to wrap up Module 3.

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NEXT &gt;

Congrats! You have completed  
**Module 3: Conversation Check-ins Behaviors**



You are now ready to begin  
**Module 4: Preparing for Conversation Check-Ins**

3 minutes to complete

**Ready to get started?**

**LET'S GO**

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Understanding the behaviors that foster a successful Conversation Check-in while speaking with your employees is important. It's just as important to **prepare** for these check-ins.

In this module, we'll define a framework to conduct effective Performance Check-in Conversations. In the box below, describe some ways you can prepare for Conversation Check-ins with your employees.



Good start! Did you mention **understanding employee's needs & communication style**? Click NEXT to learn more about preparing for check-ins.

&lt; PREV

SUBMIT

NEXT &gt;

As a manager, here are some ways that you can **prepare in advance** for Check-ins with your employees:



Observe and analyze  
employee behavior and  
performance



Understand the  
employee's needs



Understand the employee's  
communication style



Solicit stakeholder  
feedback

How can you utilize the behaviors defined in the previous module to conduct the performance conversation?

Click each box to learn more

FOSTER AND BUILD  
RAPPORT

ASK QUESTIONS AND  
ACTIVELY LISTEN

PROVIDE AND  
RECEIVE FEEDBACK

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NEXT >





Next you'll take a 4 question quiz to review what we have covered so far.

**Ready when you are!**

**START**

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Question 5 of 8

1

**True or False:** You don't need to do any advanced preparation for check-in conversations.

- ☒ A. True
- ☐ B. False

SUBMIT

< PREV

Question 6 of 8

2

What are some ways that you can prepare for your conversation check-in?  
Select all that apply.

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> B. Understanding my employee's needs   | <input type="checkbox"/> A. Check your employee's social media accounts to see if they were really sick the day they were out last week |
| <input checked="" type="checkbox"/> D. Poke around your employee's desk to try to catch them doing something inappropriate | <input type="checkbox"/> C. Solicit appropriate work-performance feedback from other project stakeholders                               |
| <input type="checkbox"/> E. Indirectly discuss your employee's performance with their office friends                       | <input type="checkbox"/> F. Observe employee behavior & analyze their job performance   |
| <input type="checkbox"/> G. Make sure you understand your employee's communication style                                   |   |

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SUBMIT