



# Engaging in Performance Counseling For **SUPERVISORS**

**Providing purposeful performance counseling sends a powerful message to your Members - it lets them know leadership cares about their progress and future success. These five open-ended questions allow you to engage Members to understand the Member's perspective of their performance strengths and areas for development. Asking these open-ended questions allows you to be more coach-like.**

## 01. INTRODUCTION

**ASK:** How do you view your role, contributions, and impact to our team and mission?

**GOAL:** To remove distractions, build trust and rapport, and to elicit Member input.

## 02. ENGAGEMENT

**ASK:** Over the last six months, what aspect of your performance was best and that you are most proud?

**GOAL:** To get a clear picture of the Member's perspective of his/her performance during the reporting period.

## 03. DIVING DEEPER

**ASK:** Professionally, where do you see yourself in six months or one year and how is your current performance going to allow you to get there?

**GOAL:** To gain a clear understanding of strengths and areas for development.

## 04. FEEDBACK

**ASK:** What are two or three things you can work on to improve your performance?

**GOAL:** To make the most of the opportunity by looking for opportunities and solutions together.

## 05. ENDING THE SESSION

**ASK:** What can the command or I do to support your ongoing development, learning, and growth?

**GOAL:** To agree on a plan moving forward.



# Engaging in Performance Counseling For **MEMBERS**

**It is important for you as the performer to know the performance counseling conversation is not one-sided.** You have a responsibility to engage your Supervisor with open-ended questions to obtain timely and accurate feedback on your past performance goals and desired future goals. Asking these open-ended questions during the performance counseling conversation will greatly improve the quality of your feedback from your Supervisor for you to continue to grow, broaden, and sustain your development to maximize your performance while also building a Navy coaching culture.

## 01. INTRODUCTION

**ASK:** What do I need to know or what can you tell me about the command's mission to help me excel at my job?

**GOAL:** To build trust and rapport and to provide your input on your performance.

## 02. ENGAGEMENT

**ASK:** How do you think my role and contributions can best impact the team?

**GOAL:** To provide your Supervisor with a clear picture of your performance during the reporting period.

## 03. DIVING DEEPER

**ASK:** Where can I have the greatest impact on the command in terms of job performance, collateral duties, etc.?

**GOAL:** To make the most of the opportunity by looking for opportunities and solutions together.

## 04. FEEDBACK

**ASK:** What are two actions that I can take today that would help me improve the quality of my work?

**GOAL:** To gain a clear understanding of strengths and areas of development.

## 05. ENDING THE SESSION

**ASK:** What follow-up items should I complete before we meet again?

**GOAL:** To agree on a plan moving forward.