

# T HE FOUR-STEP

When leaders have an employee who is performing poorly, there exists an obvious need to give feedback to the employee regarding the performance issue and to help specify what needs to be done to remedy the situation.

- 1) Use **MindSet's *Categorizing Deficits*** as an important first step in the analysis.
- 2) Specify the content of the feedback that the employee needs to hear and the method by which it will be given.
- 3) Give active consideration as to WHO will be the most effective individual to give the feedback. Effective leaders recognize that (a) the selection of the messenger is crucial to a successful intervention, and (b) it is often an error to think that the immediate supervisor is automatically best suited to conduct the visit. Only after this determination, and perhaps after some role playing with the selected messenger, should the process move to...
- 4) Visit with the employee. (See **MindSet's *Holding Performance Conferences with Confidence***.)

**By the active use of these four steps, the likelihood of a successful outcome will be greatly improved.**

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