

Check-In and STAR Feedback Guide

Before a Check-in:

To be prepared reflect on these questions

Review last quarter's performance

- Which objectives were achieved?
- Did we achieve our targets for objectives that we are working on?
- If not, do you know what the root cause is?
- How can you get more information about the root cause?
- What action will we take to correct?

Think ahead to next quarter

- Are our objectives still the right ones?
- Is the work we had outlined still the right work to do to achieve our objective?
- Are the measures for each objective still the right ones?
- What risks and impediments do we foresee? What action will we take to mitigate?

The flow of a Check-in conversation

THE SCIENCE OF WHAT'S POSSIBLE.™

Open



- Open the conversation and connect with your direct report.
- State the purpose of the conversation.
- "Is there anything you would like to discuss today?"

Clarify



- "How's it going?"
- "Where are you getting stuck?"
- Provide STAR feedback and share your observations.

LISTEN ACTIVELY

Plan



- "What can you do differently?"
- "How can I help?"
- Provide guidance as needed if the employee is not going in the right direction or doesn't have any suggestions.

Agree



- Ask the employee to prioritize what they will do next.
- Update Objectives as necessary
- Provide guidance as needed; if necessary, provide instructions what they should do.

Close



- Ask the employee to summarize and confirm what was agreed as next steps.
- Schedule the next check in meeting.

Check-In and STAR Feedback Guide

*During a Check-in:
Ask these questions & LISTEN*



- **How is it going?**
 - *What are you proud of achieving?*
- **Where are you getting stuck?**
 - *How can I help?*
- **What can you do differently?**
 - *What are you learning?*

*During a Check-In:
Provide feedback & share your observations*



- Describe the **Situation** or **Task**
- Describe the **Action** that was taken
- Describe the **Result** and impact of that action



If the Result was **not ideal**

- Explore an **Alternative Action** which could have led to
- A more desirable **Alternative Result** and impact



A STAR for...

Name:

Date:

Situation or Task

Action

Result

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Alternative Action

Alternative Enhanced Result

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Example of STAR and STAR/AR

A STAR for...		
<i>Situation/Task</i>		
Maria , in the meeting with the project team, you did very well to engage the more quiet attendees.		
<i>Action</i>		<i>Result</i>
A C T U A L	By asking them directly to share their thoughts, and patiently awaiting their response without interrupting,	You received input from all attendees and made them feel valued and heard.

A STAR/AR for...		
<i>Situation or Task</i>		
Carl , I have noticed something unusual that is not typical for your performance. I would like to share my observation and get your perspective.		
<i>Action</i>		<i>Result</i>
A C T U A L	The reports you are responsible for have been delivered late for the past two weeks and had several errors.	Because of this the information for the Project Score Card was not complete.
Now you engage in a conversation to get more information and discuss solutions: Can you help me to understand what is going on? What can you do differently?		
<i>Alternative Action</i>		<i>Alternative Enhanced Result</i>
A L T E R N A T I V E	I can inform you earlier about issues and possible delays and ask for your support. I will also update the deadline by when I need input from others.	That way you can plan better. And we can work together so I learn from you and can be more independent going forward. Getting the information earlier will allow me to double check and make sure everything is correct.