

The I-DISC Model for Performance *Feedback* Conversations

https://www.youtube.com/watch?v=U2_o-8ocX6s&feature=youtu.be

Regular and ongoing performance improvement conversations, when done right, increase employee motivation and engagement. During change or when facing challenges, it is even more important for leaders to have timely and frequent performance improvement conversations with their team members. These regular connections ensure that everyone understands when they are on the right track, and when they may need to adjust.

Employees who feel cared for by their leaders and colleagues and well supported with their best interests at heart are more engaged and accountable for their performance. When asked what the most “difficult” conversation is, feedback always comes up for individuals - at all levels in organizations.

I-DISC is a useful tool to guide many types of conversations — especially performance feedback conversations. It supports you to prepare for and consider the critical components of a healthy two-way feedback conversation. The most successful conversations are approached as a *partnership* in which each person is sharing and receiving information.

DESCRIBE the current behaviour.

*Ask for **input**: Do they recall the situation and what is their perspective on what you're referring to?*

Clarify the **IMPACT** of the action or behaviour on other people or the success of the project/team.

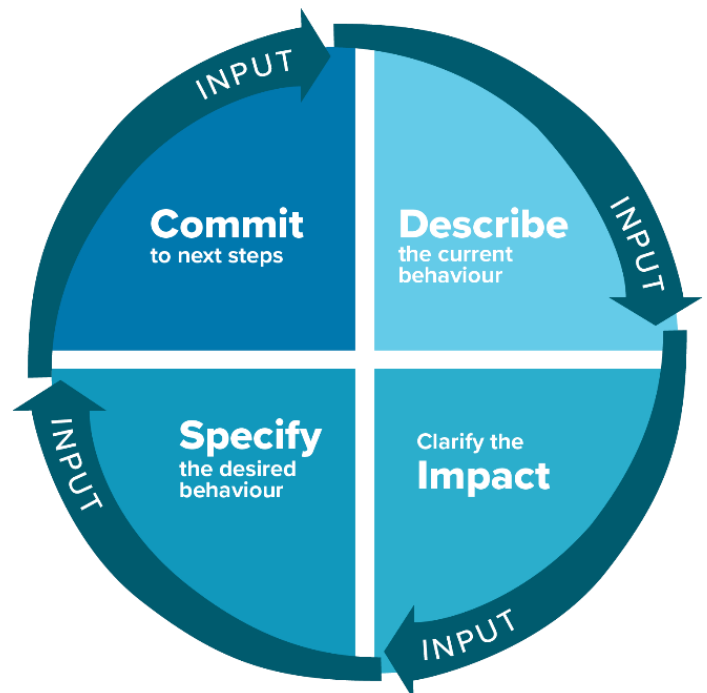
*Ask for **input**: How do they perceive their impact on others or the success of the project/team?*

SPECIFY what the desired action or behaviour looks like & their strength(s) to leverage to improve.

*Ask for **input**: What ideas do they have for strengths they can leverage to improve?*

COMMIT to your next steps on how you will support **and** their next steps to take action on.

Ask for **input**: What are they committed to doing/adjusting moving forward. When could you check back in with them on this?



The I-DISC Model — Sound Bites

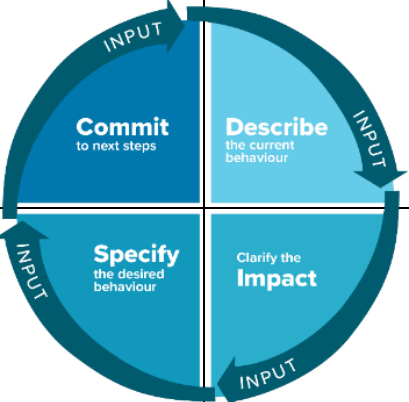
<p>Describe the situation & the behaviour AND Get Input</p>	<p>I noticed. . . I understand that ...</p> <p>I want to check in on what’s going on for you. . . ? What did you notice / experience...? What was happening for you there?</p>
<p>Clarify the Impact (ask before you tell) AND Get Input</p>	<p>What might the impact/risks of . . . be?</p> <p>The impact this is having on me/ the patients/ the clients/ the teams/ is . . .</p>
<p>Specify the action or behaviour desired AND Get Input</p>	<p>I need everyone on the team to I want us to work together so we can I need to be able to count on</p> <p>What is important to you in this area of our work?</p>
<p>Commit to the next steps AND Get Input</p>	<p>I am committed to....ensuring that everyone on our team is....</p> <p>What do I have your commitment to? Do I have your commitment to...?</p>

Sample I-DISC Conversation — disengaged behaviour

<p>Request the conversation</p>	<p><i>I have something I want to check in with you about – when would be a good time to talk?</i></p>
<p>Describe the current behaviour AND Get input</p>	<p><i>I would like to talk you about our daily team huddles. I have noticed that you are often late or absent – I have only seen you 3 times in the last 2 weeks are the huddle.</i></p> <p><i>I wanted to check in to see what is going on for you?</i></p>
<p>Clarify the impact AND Get input</p>	<p><i>What impact do you see to you missing the daily huddle? (they may see no impact – and believe the huddle is not useful and therefore not useful for them to attend)</i></p> <p><i>When you are not at the huddle and in the conversation –we miss hearing your perspective on best client care and problem solving for the day. Those are the 2 main purposes of the huddle.</i></p> <p><i>What is getting in the way for you to attend? What would help you to attend more regularly? What would make the huddle more valuable from your perspective?</i></p>
<p>Specify the behavior desired AND Get input</p> <p>Connect the desired behaviour to a genuine strength to help them succeed in the desired behaviour.</p>	<p><i>I need everyone on the team to bring their best thinking and contributions to the daily huddle to ensure we are set up to deliver the safest and best possible care to our clients.</i></p> <p><i>I have seen how committed you are to our clients – your client communication is just one example of how much you care and one of your strengths. How can we bring those communication skills to our daily huddle?</i></p> <p><i>Team Communication is a critical component of success in this role – and I want to support you in being successful in every aspect of your role.</i></p>
<p>Commit to next steps</p>	<p><i>I am committed to hearing from staff to ensure we have the right communication processes in place to support the best possible care.</i></p> <p><i>I need everyone to be committed to the team communication processes we have in place and to fully participate in them.</i></p> <p><i>Do I have your commitment to attend all the daily huddles on time and to be in the conversation going forward?</i></p>

The I-DISC Planner—Performance Improvement *Feedback* Conversations

<p>What will you commit to? What commitment are you asking for?</p>	<p>Be specific. Name observable behaviours and invite input</p>
<p>Clear is Kind. Unclear is Unkind.</p>	<p>Start with curiosity (ask for input before you tell)</p>



Reinforcing Feedback Conversations with the I-DISC Model

Feedback should be a balance of caring and candor. A leader’s role to support staff and provide corrective **and** reinforcing feedback. Reinforcing feedback is necessary to build the trust and context that will make corrective feedback possible and successful.

Top performing teams give each other more than 5 positive comments for every one corrective or critical comment. Source: *Losada & Heaphy: The role of positivity and connectivity in the performance of business teams, 2004*



<p>Describe the behaviour(s) or action(s)</p>	<p>The new intake process for our clinic that you enhanced is awesome!</p>
<p>Clarify the Impact How outcomes or others are being impacted</p>	<p>It is making a significant difference on patient flow and staff morale.</p> <p>We have significant increases in the number of patients seen in a day at our clinic and many of the staff have commented how much better the flow is and how much easier their work is: Everyone is benefitting and happier.</p> <p>I attribute your initiative and strong leadership as the keys to success in this in-take process.</p>
<p>Sustain the desired behaviour / the action / the mindset you want to reinforce</p>	<p>Please continue to look for ways to improve or enhance our systems Your initiative is contagious!</p>