

## Phases of conducting the meeting

### Phase 1: The start



- Create a space where you will not be disturbed: disconnect the telephone, hang a “do not disturb” sign on the door.
- Seating at table corners enables good eye contact and creates a feeling of trust.
- Say again why this talk is taking place and what its objectives are. Say what you expect from the employee and ask about his/her expectations.
- Encourage the employee to ask questions and give his/her opinion.
- Discuss the structure and duration of the interview with the employee.

### Phase 2: Discuss the contents of the meeting



- Make sure that your employee has at least as much talking time as you do.
- Start on the first topic after a short introduction.
- Listen to what your employee thinks.
- Give your opinion, using examples to substantiate.
- Address things that have been done well and areas that need improving.
- Summarise which areas you both agree on and where there are differences in opinion (positive and negative).

### Phase 3: Reach agreements



- Get to a conclusion after each topic.
  - Make agreements to each topic.
  - Record the agreements.
  - Make appointments to survey the realization of the agreements.
- ➔ Introduce the next theme (back to phase 2).

### Phase 4: The end of the talk



- End on a pleasant/positive note, regardless of how well the meeting went.
- Summarise the results and agreements.
- Speak about how satisfied you are with the talk and ask the other person what he/she thinks.
- Say that you are confident that the agreements will be implemented successfully and that the constructive cooperation will continue.
- Both parties sign the transcript. If there are differences in opinion, each party signs his own.

### Phase 5: Post-processing



#### Take stock of what you have learned, personally:

- What went well?
- What didn't go well?
- What could be done differently next time?
- What needs to be reorganised?
- Which aspects that the employee mentioned would you like to take up and implement for your work and for the cooperation?

### Phase 6: Design a strategy for the future



#### Plan the next steps:

- What do you need to do now?
- Plan dates to check on implementation.
- Pursue the measures that were agreed on.