

Progress Update Conversation Guide for team members

Progress updates are short-term performance overviews that help you to press the “pause” button every few months, take an overview of how you’re doing, and make any adjustments in real time.

PURPOSE: To help you look back over the last few months and then incorporate this learning into your work going forward

HOW LONG: Approx. 20 to 30 minutes

HOW OFTEN: Every one to three months

To prepare

Before your conversation, it can be helpful to:

- Find a meeting date convenient to you and your manager.
- Consider your overall progress since your last update. Pick out key areas that would be useful to discuss.
- Consider your development needs, or where additional support would help you.
- Collect feedback from others who work closely with you or who are impacted by your work.
- Add any questions you may have.
- Be ready to lead the conversation as much as possible. Your performance manager is there to support you, but it’s important that you contribute fully.

To explore progress

Say something like

My outcomes

- Summarize your overall progress.
- Explore key areas in more depth.
- Review any additional feedback from others.
- Take time to recognize what’s going well in addition to where there may be gaps.
- Understand how your performance aligns with any internal benchmarks or labels.

My reflections since we last met are...

Areas useful to discuss today are...

Key themes from the feedback I received are...

I see my achievements / challenges as being...

My performance is at [X] level

My insights

- Explore the reasons behind your progress, both in terms of any impact from the wider context and your own capabilities.
- Ask for your manager’s insights.

The reason that [X] is going well is...

The reason that [Y] is not going well is...

What else would be useful for me to consider?

My learning

- Summarize what this means for you in terms of your actions going forward.
- Plan any follow-up where this is helpful.

To deliver my best work going forward it will be important to...

I would appreciate your support with...