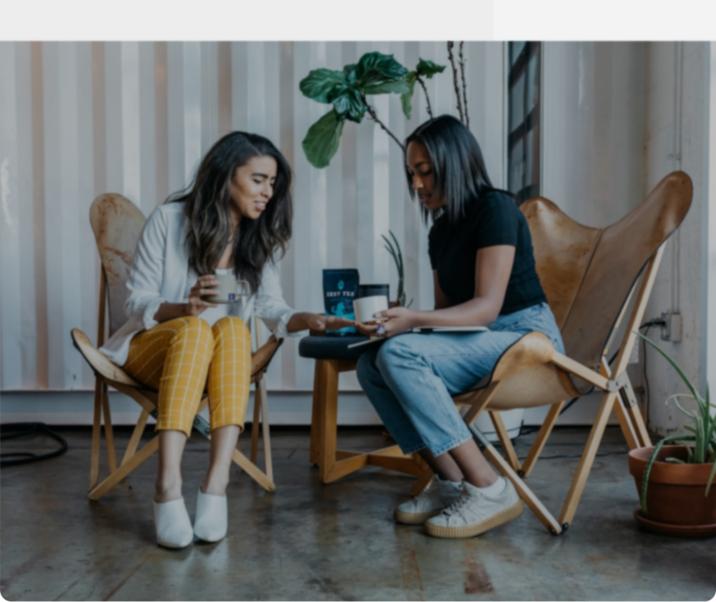


Turning Performance Reviews into Growth Conversations

A Practical Guide for Leaders





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RULES

(KEEP IN MIND AT ALL TIMES)

This is a dialogue, not a review

- · Listen more than you speak
- · Talk about behaviors, not personalities
- · Stay curious, not defensive
- · Focus on the future, not proving the past
- · Small experiments beat big promises
- · Consistency builds trust over time



INTENTION

Create a safe, honest space where growth can happen.

- · Your role is not to evaluate or fix.
- Your role is to facilitate clarity, reflection, and next steps.



BEFORE THE CONVERSATION

Preparation

I clarified the purpose of the conversation (growth, alignment,
feedback)
I reviewed recent goals, priorities, and outcomes
I looked beyond results and considered behaviors
I asked the team member for a self-reflection in advance
I prepared concrete examples of strengths
I noted development areas using observations, not assumptions
I scheduled a focused, interruption-free time and space
I am entering the conversation with curiosity, not judgment

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DURING THE CONVERSATION

Dialogue Flow

Set safety, focus, and shared ownership.
 ☐ I stated the purpose clearly Suggested sentence: "This conversation is about your growth and alignment, not evaluation." ☐ I confirmed time and focus ☐ I signaled psychological safety (open, honest, future-focused)
2. START WITH THEIR PERSPECTIVE Intention: Understand before being understood.
☐ I invited them to speak first ☐ I asked open questions: ☐ How did this period feel for you? ☐ What went well? ☐ What felt challenging or unclear? ☐ I listened without interrupting ☐ I took short notes, not conclusions

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Explore The Program



3. REFLECT BEFORE RESPONDING Intention: Build clarity and trust before adding perspective. I mirrored what I heard Suggested sentence: "What I'm hearing is..." I checked understanding Suggested sentence: "Did I get that right?" I allowed clarification before adding my view 4. SHARE FEEDBACK (BEHAVIOR TO IMPACT) Intention: Offer perspective without judgment. I avoided labels and judgments I used concrete examples: When / where it happened What I observed What impact it had I paused and let them respond 5. WORK WITH STRENGTHS Intention: Turn strengths into tools, not compliments. I named strengths through observable behavior I asked: When does this work best? Where else could this strength create impact? I reinforced intentional use of strengths



6. EXPLORE DEVELOPMENT AREAS Intention: Co-create focus, don't prescribe solutions. We identified challenges together I asked: Where do you feel stuck? What feels harder than it should? What would you like to handle differently? We kept the focus narrow and realistic 7. AGREE ON ONE CLEAR EXPERIMENT Intention: Turn insight into action. We selected 1-3 focus areas max We defined one clear experiment: What will change? In which situations? What support is needed? Ownership was clear 8. CLOSE WITH ALIGNMENT Intention: Leave with clarity and support. I asked: What are you taking away from this conversation? What do you need from me next? We agreed on follow-up timing The conversation ended with clarity and support

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AFTER THE CONVERSATION

Action & Follow-Up

I summarized the key insights	from the conversation
We agreed on 1–3 clear develo	opment focus areas
We defined concrete actions f	
Ownership and responsibilities	
Support and resources were d	
We agreed on a follow-up date	
Notes were shared and docum	
I will actively observe and sup	port these areas in daily work
Radical Candor by Kim Scott	TEDx - Why the secret to success is setting the right goals
	by John Doerr
	by John Doerr
et Connected	by John Doerr
- Mahaita	Email
	Email
- Mohoito	Email

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