

Start / Stop / Continue

Challenges and obstacles can be resource, skill, or job related and the solutions relatively obvious. More difficult challenges and obstacles are often a function of behavior and require more definition. Use this model to identify specific and actionable behavior changes (for both parties) to solve the problem.

Participants: Date:	CHANGES FOR ME	CHANGES FOR YOU
START  List three specific behaviors you should start doing in order to significantly improve your success and relations with others.	1. 2. 3.	1. 2. 3.
STOP  List three specific behaviors you should stop doing in order to significantly improve your success and relations with others.	1. 2. 3.	1. 2. 3.
CONTINUE  List three specific behaviors you should continue doing in order to significantly improve your success and relations with others.	1. 2. 3.	1. 2. 3.



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How to use this tool

Introduction

- The Start/Stop/Continue tool is a documentation process at its core. The key point is to seek input from both parties and use the document as the agenda for a formal review.
- Used to document challenges and solutions between any two individuals, but particularly between a manager and their direct report(s)
- Takes the emotion out of the equation and focuses on behavior changes to which both parties agree and embrace, minimizes bias and judgement
- Provides a format for continuous improvement – as one behavior change is recognized and improves, it drops off the list and new or less important issues take its place
- This tool becomes the foundation of your performance management system.

Steps

1. Each party completes this form independently.
2. Meet and discuss each list – don't be surprised if your lists overlap in some areas.
3. Work together to determine the three most important items in each category for each person. Discuss what changes need to take place and any obstacles faced in doing so. Use this list as the agenda moving forward to your next meeting.
4. Continue to refresh your lists as issues are addressed and new ones arise.

Tips

- Target no more than 3 Start, Stops, and Continues for each person at once.
- This is a contract – nothing is added, changed, or deleted unless both participants agree.
- Do not overlook the Continue category. This is where you get to explain what's already working and make sure that it doesn't change.
- If the behavior has not changed in several meetings, the individual needs to review their improvement plan. The other party should hold them accountable and point out excuses like I do not have time (this is not a priority for me), I will try (failure is OK), I am working on it (but not working efficiently), I am nearly there (but never quite).

Basic Rules

Rule #1: Give your word and keep your word. Do everything possible to meet your commitments. When unable to keep your commitment, notify those involved immediately.

Rule #2: Build relationships to the point where you can say what needs to be said...now. Feedback is essential to performance growth, professional development, and good personal relationships. Avoid saying things that are hurtful, spiteful, or driven out of revenge. Use words that build up rather than tear down.

Hints:

- Do not judge the delivery style of others; stay focused on the message.
- Seek to understand what they are saying and then why – understanding is not necessarily agreement.
- Listen with sincere interest and concern.

Rule #3: Work as a team... no one can do it all. Teamwork requires trust, respect, appreciation, dedication, commitment, focus, determination, communication, and a willingness to support each other in times of need. Teamwork builds good relationships.