



# SKS (Stop–Keep–Start) Tool in Manager Conversations

The Start–Keep–Stop (SKS) tool is a simple yet powerful framework for creating open, constructive conversations about performance, development, and team dynamics. Whether you're giving or receiving feedback, it helps focus the conversation on behavior and impact—without blame or defensiveness.

Here's how to use it effectively in conversations with your manager–

## 1. Set the Intention

Let your manager know you'd like to use the SKS approach to reflect on your work and get feedback. Framing it positively makes it feel like a growth opportunity rather than a performance review.

Example–

“I'd love your perspective using a quick framework—what should I stop doing, keep doing, and start doing to better support our team or goals?”

This opens the door to balanced, forward-looking feedback.

## 2. Complete It Yourself First

Fill out the SKS template from your own point of view before the conversation. This shows self-awareness and helps your manager respond with greater clarity and alignment.



**Your self-reflection might look like-**

- **Stop- Micromanaging project timelines**
- **Keep- Communicating openly during team meetings**
- **Start- Delegating more and trusting team ownership**

**Bringing your own thoughts shows maturity and a willingness to grow.**

### **3. Use It to Guide the Conversation**

**During your meeting, share your SKS reflections and invite your manager to offer theirs. You can either-**

- **Review your completed form together, or**
- **Have both of you fill it out and compare notes**

**This creates a collaborative tone and ensures both voices are heard.**

### **4. Turn Insights Into Action**

**After the conversation, use the insights to-**

- **Set 1–2 concrete goals (especially from the Start or Stop sections)**
- **Reinforce strengths identified in the Keep section**
- **Schedule a check-in to revisit progress and reflect**

**Focus on small, manageable changes that make a big impact.**

### **5. Use It Beyond Performance Reviews**

**The SKS tool isn't just for formal reviews—it's ideal for-**

- **Monthly 1-1 check-ins**
- **Project debriefs**
- **Team retrospectives**
- **Personal growth conversations**

**Used regularly, SKS builds trust, boosts accountability, and encourages continuous improvement in a psychologically safe way.**

Start, Keep, Stop (SKS) – Constructive Feedback Tool

Feedback For: \_\_\_\_\_

From: \_\_\_\_\_

Date: \_\_\_\_\_

SELF REVIEW

(consider what you should start doing, keep doing, and stop doing.)

STOP	KEEP	START
Micromanaging project timelines	Communicating openly in team meetings	Delegating tasks to empower the team
Delaying decisions due to perfectionism	Providing clear weekly updates	Attending cross-functional training
Multitasking during meetings	Delivering projects within established deadlines	Implementing time-blocking techniques
Procrastinating on urgent tasks	Maintaining clear communication with team	Seeking mentorship for leadership development

MANAGER REVIEW

(What feedback can you give your manager so that they can help you achieve your goals. develop, and grow?)

STOP	KEEP	START
Overloading emails with minor details	Proactive problem-solving	Providing more strategic direction
Avoiding difficult conversations	Strong collaboration with peers	Scheduling regular career development check-ins
Cancelling 1:1s without rescheduling	Recognising team achievements	Facilitating cross-functional collaboration opportunities
Assigning last-minute tasks frequently	Providing clear project guidance	Offering more frequent constructive feedback sessions