



Leading from the ground up



For new or renewing leaders

Module: Performance management Conversation guide

1. Plan to succeed: Position descriptions and work programs tell us what work people are meant to do. They don't tell us how different people can succeed in that work. Think of people in your team. What would help them be more successful in their roles?

2. Achieving the vision: Purpose improves wellbeing and positive engagement within teams. The organisation's vision shows how it intends to achieve its purpose. How can you help people see that their work contributes to the purpose and vision of the organisation?

3. Using the plan: The formal performance and development plan is a project plan for the person's success. As such, it needs ongoing review and updating during the year (discussed at least every 6-7 weeks). How can you integrate this practice into how you work with your team?

4. 10 second feedback: Think of something someone in your team did recently. Using the FOCUS framework, how can you give them reinforcing feedback in 10 seconds?



5. Frequency: Feedback and recognition should be given to a person at least weekly to promote ongoing positive engagement with their work and the team. For this to work, most feedback has to be brief. But for more complex situations, in depth feedback will need time. Which performance situations in your team can you address with brief feedback and which situations will need in depth feedback?

6. Observable material: Effective feedback is grounded in clear data and facts. This means you need methods to observe and gather evidence. Without this, reinforcing feedback will sound like platitudes and corrective feedback will sound unfair. How will you know what people are doing so you can help them with reliable feedback?

7. Use of space: Reinforcing feedback can be done privately and publicly. Corrective feedback is always private. How can you use the space available to you to give public and private feedback?

8. Power of reinforcing (positive) feedback: Corrective (negative) feedback helps set expectations but rarely helps people improve. Reinforcing (positive) feedback sets expectations and helps people to improve. Think of people in your team who may be struggling with some part of their role. How can you find reinforcing (positive) feedback that can help them?



Additional Notes

