

Essentials of Leadership and Management Programme

Module 1 – Workbook



Now you have completed Module 1 of the Essentials of Leadership and Management programme; here is some further support to help you put your learning into practice

| Structure of the conversation

1. Looking back

To review if objectives have been achieved - summarise performance, achievements, challenges etc.

2. Looking forward

To agree new / revised objectives for coming year and to consider how they are accomplished.

3. Career & Development

To discuss development to achieve new objectives (short term) and looking at how to achieve long term career aspirations.



Support: Performance Development Review Toolkit Resources

| Building Relationships

A good working relationship between you and the reviewee helps to ensure that the PDR is as successful as it can be.

You have a responsibility to do as much as you can to build up that working relationship.

Building rapport is the first step; try this next exercise to consider how you would approach this

| Building Relationships

Consider a colleague you have a good working relationship with; what makes it so successful? (consider how they communicate with you - verbally and non-verbally, how do they make you feel valued and appreciated?)

With the above in mind, what can you do more of with your team members to build up those relationships?

| Choosing the right question...

Well-crafted questions grab the person's attention, create a focused state of mind and highly motivate the person to consider and explore their answers.

For the following questioning styles, consider when they would be most appropriate:

Open: Questions that unlock detail and information. What, When, Why, Who, How

When and Why?

Probing: Questions that result in specific answers. Specifically what....
Give me an example?

When and Why?

Iterative: A repetitive structure to help both parties identify what the reviewee really wants. What do you want? And if you get that what will that do for you? So what do you want?

When and Why?

Leading: Questions that take you in a certain direction. You mean you think that... I'm sure you would want...

When and Why?

Repetitive: Acknowledge what's been said and ask the same again

When and Why?

Emotive: Questions that elicit feelings and emotions. How do you feel about...

When and Why?

Empowering: Questions that free up and remove barriers and assumptions.
If you knew that you would do that,
what would you do?

When and Why?

Sensory specific: Questions based on senses and responses. What does that look like? sound like? feel like?

When and Why?

Closed: Questions that have yes/no answers. Can you? Have you? Did you? Will you?

When and Why?

Remember - you will need to flex your style dependent on the reviewee

| Your Head, My Head

When approaching a potentially difficult conversation it is important to challenge your assumptions and consider the other person's point of view in order to avoid conflict

With an upcoming difficult conversation in mind, complete the following exercise:

1. Fill in your thoughts for both "Your Head" and "My Head" individually
2. Ask a colleague to review your thinking (providing context where possible)
3. Can they pinpoint any areas when you're potentially making assumptions or not fully considering the other person's perspective?
4. What advice would they give to mitigate this?

| Your Head, My Head

You

What is your side of the story?

How do you feel about the situation?

What would you like to happen?

Them

What is their side of the story?

How do they feel about the situation?

What would they like to happen?

How could you approach things differently?

What are you going to do?

Thank you for taking the time to complete these exercises; good luck with your future PDR conversations