



Parod at y Dyfodol

cefnogi Gweinidogion i gyflawni dros Gymru

Fit for the Future

supporting Ministers to deliver for Wales



Llywodraeth Cymru
Welsh Government

Performance and Potential

Making the most of your conversations

Aim

To provide an introduction to the tools, techniques and skills which will assist you to make the most of your discussions on performance and potential



Objectives

By the end of this workshop you will have:

- Identified the barriers to having effective discussions and know how to overcome these
- Know how to plan and prepare for structured discussions
- Been introduced to the tools, techniques and skills necessary to have effective discussions



What is a discussion?

The action or process of talking about something in order to reach a decision or exchange ideas.'

Source: Oxford Dictionaries



Barriers to effective discussions

Can be grouped under four headings...

- **Lack of confidence**
 - Do I have the skills to manage the discussion?
 - Have I got facts and evidence to support my views?
- **Lack of control**
 - Fear of the unknown
 - No clear or meaningful outcomes



The barriers (cont'd)

- **The reaction**
 - Hurt feelings
 - Indifference
- **The 'fallout'**
 - Lack of motivation
 - Disruption to the team
 - Breakdown in working relationships



Overcoming the barriers...

- By **planning** and **preparing** for the discussion in advance
- By committing yourself to having a **structured** discussion
- By developing the **skills** needed to engage the individual fully in the discussion
- By considering your **feelings** and the feelings of the other person



Planning and Preparation

- Follow existing PMR process
- Use the 9 Box Grid guidance material
- Form a preliminary view of location on the Grid
- Anticipate that you may have different views
- Identify the specific aspects you wish to discuss
- Consider what you can do to support development
- **Logistics:**
 - Make sure you arrange a private venue
 - Set aside enough time for the discussion



Structure

Three clear stages to structuring a 1:1 discussion:

- Setting the scene
- Inviting the response and exchanging views
- Identifying outcomes



Beginning - setting the scene

- Explain the structure of the meeting – the 3 stages
- Performance discussion using PMR process followed by discussion on Potential (may need pre-meeting)
- Reinforce individual responsibility for managing own performance and development through self-assessment with line manager support
- Any specific aspects or issues you want to discuss



Middle – response & exchange of views

- Invite the individual to self-assess their performance and potential ensuring that:
 - You allow them enough time to talk
 - You use active listening and questioning techniques to ensure understanding and that key aspects or issues are explored fully
 - The discussion remains objective by focussing on relevant facts, evidence and behaviours.



End - agreeing outcomes

Following an open and honest exchange of views, it is time to agree the outcomes:

- Jointly agree the location on the Grid – ask individual for their view first
- Agree the Talent Actions
- Set a timeline for reviewing progress – informal catch up sessions
- Any commentary to be recorded in PMR documentation



Active Listening

Key Components:

- Undivided Attention
- Non-verbal communication
- Accept without judgement
- Encourage
- Ask questions – check and clarify
- Reflecting, paraphrasing, summarising



Effective Questioning

- **Open Questions**

obtain information, identify issues and find out about feelings. Typically they start with:

‘Who...?’ ‘What...?’ ‘Where...?’ ‘When...?’ ‘Why...?’

e.g. ‘What happened?’
 ‘How did you respond?’
 ‘Why did you do that?’

- **Probing Questions**

a follow up question which is more focused

e.g. ‘What do you mean by...?’ ‘How could you see that working?’

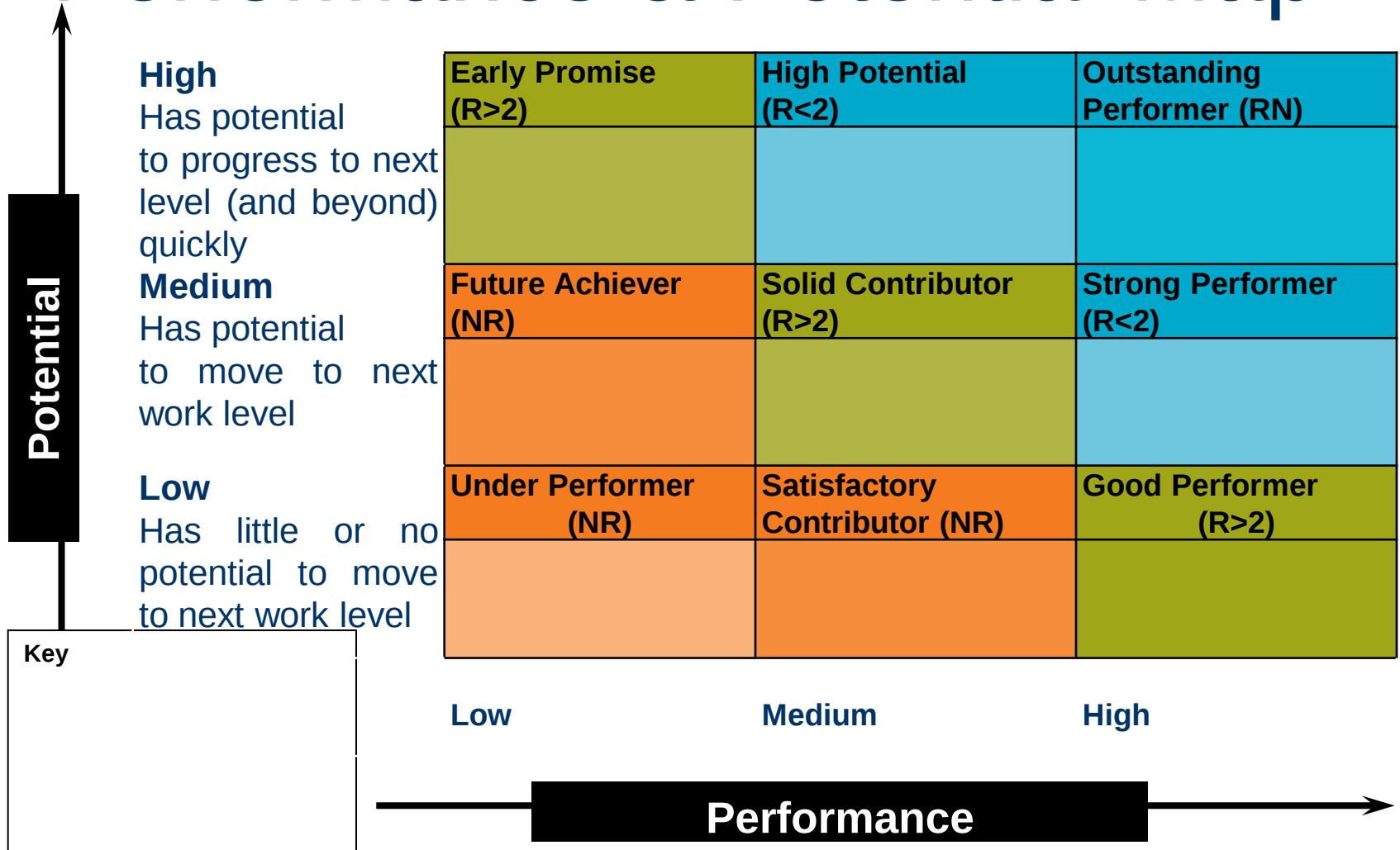


Empathy

Put yourself in
THEIR
shoes



Performance & Potential Map





DIOLCH YN FAWR
THANK YOU

