



PRIOR TO THE PERFORMANCE DEVELOPMENT DISCUSSION

THE MANAGER/ LEADER BOOKLET



This booklet is designed to help you prepare for the performance development discussion. See the discussion as a formal support mechanism for both parties to establish a basis for sustained development.

Date of the performance development discussion:

Time:

Place:

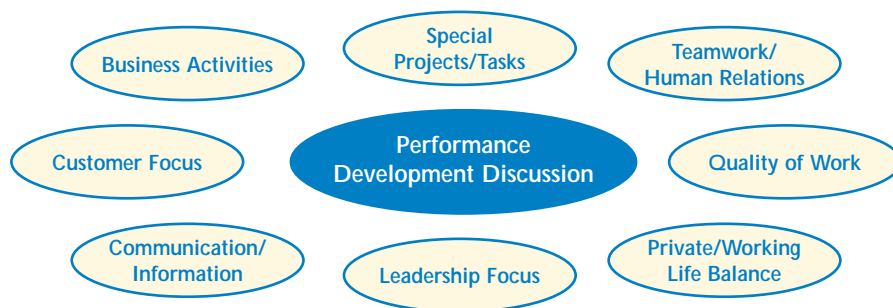
Manager/Leader:

Employee:

Prior to the Performance Development Discussion – The Manager/Leader Booklet

The manager/leader booklet is designed as a support tool for the successful execution of the performance development discussion. A successful performance development discussion requires a dialogue where both the manager and the employee each have both responsibility for and commitment to positive and constructive outcomes. The discussion dialogue should concern organizational development, personal development and the strengthening of cooperation of the individual in relation to the wider team. The performance development discussion is a planned and regular activity with continuous follow-up. Work your way through this booklet quietly and calmly. Ensure that a time and place have been booked in your diary and of course, ensure that the meeting is held in a pleasant environment without interruptions from telephones or people.

Overall view: Think about the following factors that in varying degrees of importance, are all significant in your task as manager/leader. Is it important in your discussion with employees to have an overall view?



Are there any factors that are more important than others?

Describe the key purpose of this performance development discussion:

Communication in the performance development discussion

Try first to understand in order to be understood. Take the initiative for a good dialogue with broad opening questions: Tell me about the tasks in your job? What do you think is the most important aspect or priority in your work at the moment? How would you describe our relationship? Which goals have been most challenging and why?

Follow-up your questions: Interesting, tell me more... What do you mean when you say...? Do you see any possibility of improving...? What would happen if you had tried...?

Do not dwell on particular mistakes and negative experiences. What we are looking for is that we have learned from experience in order to find better solutions for the future.

Is there anything from previous progress discussions that needs to be taken up and further discussed/acted upon?

Describe your main role/task as manager/leader in supporting this individual:

Think about the past year up until the present time. Think about your own performance as a manager or coach and feedback giver and use the chart to the right to reflect upon where your existing strengths and future development needs in supporting team members might be in the future.

"I am good at this" (strengths)	"I can improve this" (development needs)

You can enhance the performance development discussion by filling in the profile/analysis below. The result will provide thoughts and openings for a useful two-way dialogue. Avoid being overly defensive about your answers and be as honest as you can. In all improvement work, it is important to look both at the present situation and at past experience in order to find ideas for the next stage – action for development.

Evaluate the following statements as you understand *yourself* to be

Able to:	Not so good					Very good	
Provide relevant information	1	2	3	4	5	6	7
Set clear working goals	1	2	3	4	5	6	7
Give praise, support, feedback	1	2	3	4	5	6	7
Be creative/innovative	1	2	3	4	5	6	7
Apply fair controls	1	2	3	4	5	6	7
Appropriately handle conflict	1	2	3	4	5	6	7
Show enthusiasm and to be a driving force	1	2	3	4	5	6	7
Communicate with clarity	1	2	3	4	5	6	7
Be visionary, oriented towards the future	1	2	3	4	5	6	7
Be available/accessible to employees	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7

Evaluate the following statements as you understand *the employee* to be

Able to:	Not so good					Very good	
Take initiative	1	2	3	4	5	6	7
Be responsible and accountable for own tasks/goals	1	2	3	4	5	6	7
Be team oriented	1	2	3	4	5	6	7
Be capable of being innovative	1	2	3	4	5	6	7
Make effective new suggestions	1	2	3	4	5	6	7
Handle change	1	2	3	4	5	6	7
Meet customer needs	1	2	3	4	5	6	7
Provide the manager with feedback	1	2	3	4	5	6	7
Search efficiently for information/data	1	2	3	4	5	6	7
Develop his/her skills and learn from mistakes	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7

Find time during the performance development discussion to look at differences and to discuss what needs to happen for both parties to be able to close any major gaps in perception.

Note in advance 3-4 overall areas that you know are important for you to take up during the performance discussion.

With the support of the analysis set out on pages 2 and 3 of this booklet, it is now time to think about the future. Write down your questions and thoughts that you would like to discuss/explore further with the employee.

The company/organization	The employee's department/team
Working environment	Regarding the employee's personal needs
For myself as manager/leader	The employee's skills/training
Other areas – finance, admin, technology, organization etc.	In which ways can the manager support and motivate the employee?

Evaluate the performance development discussion

Each party can use the Janus Performance Management System tailored competency assessment to generate an output report, make an evaluation, and to then discuss the similarities and differences in views.

	Totally agree					Do not agree at all	
We were both open and honest	1	2	3	4	5	6	7
The discussion helped continued employee development	1	2	3	4	5	6	7
We listened actively to each other	1	2	3	4	5	6	7
We have been constructive during the interview	1	2	3	4	5	6	7
The atmosphere has been pleasant and positively focused	1	2	3	4	5	6	7

Did I succeed in putting forward what I wanted during the discussion?

Summarize and draw up a joint action plan in the Instructions Booklet.