Your aim: Motivate your team member to take on more complexity for greater impact

Part 1: Set the scene

Skills to practice: build rapport; build confidence to communicate difficult messages with care.

Background

Mid-year reviews are expected to be held between leaders and team members to discuss progress against Performance 6 objectives, and this has prompted you to set up this meeting. You will take the lead in in the discussion.

This mid-year review discussion follows your regular check-ins and is a formal opportunity to discuss with your team member what they have achieved and how they have achieved this. You have let your team member know they are expected to reflect on their performance before the meeting, and that they should also come prepared to discuss what is working well (e.g., ways of working together), and what could be even better. As part of this discussion, it is important you are both aligned on how performance is progressing and what success looks like for the remainder of the year. Consider how you will be curious during your mid-year review discussion and show care and courage (e.g., by addressing any misalignment on performance progress).

Before meeting with your team member, align with other leaders on what good performance looks like to ensure a balanced perspective during the review.

Ari's situation at mid-year

Ari has been progressing strongly against their performance objectives. You feel that Ari will significantly benefit from taking on more complex work, and this will benefit our collective success. You want to empower Ari to take on further challenges and complexities within their role - you are very confident that Ari can do this, and that you can set them up for success. Additional points:

- Ari continuously lives our values, is a role model for others and receives excellent stakeholder feedback.
- Ari is successfully leading [e.g., an initiative, project] and you want to encourage them to take on an additional [e.g., initiative, project] that is off track. This would result in Ari leading two [e.g., initiatives, projects] for the second half of the year.
- This additional [e.g., intiative, project] is off track as a team member left and their replacement only started recently. The new team member has industry experience but is new to Rio Tinto, so it will take time to learn the systems and build relationships.
- While getting the [e.g., intiative, project] back on track, Ari will also need to spend a significant amount of time with the new team member to bring them up to speed and introduce them to key stakeholders.
- At this meeting you are aiming to inspire and motivate Ari to see the opportunities that will come from taking on more challenges and complexity, for example:
  - Having a greater impact on our collective success by supporting others.
  - Learning to delegate effectively across two [e.g., initiatives, projects] and manage complexities to restore stakeholder confidence.
  - Gaining experience and enhancing impact by influencing more widely across [e.g., teams, site, Product Groups, countries].

Part 2: Team member feedback

Skills to practice: dealing with challenge; managing emotional response to challenge (your own and others)

- Give Ari a moment to reflect on your suggestions and encourage them to share their thoughts. Acknowledge how they might be feeling.
- Be prepared to address concerns from Ari that this might impact their ability to deliver their Performance 6 objectives.
- Encourage Ari to recognise the performance and development opportunities that will come from taking on more challenging and complex work.
- Help Ari understand how this supports our collective success, and that the more we work together, the more we can achieve together.
- Together consider what this means for Ari's current Performance 6 objectives (e.g., whether to adjust, or remain the same but delivering at a higher complexity etc) and ensure you are both aligned.
- Explore ways you can support Ari to succeed, and/or together plan what actions Ari can take.

Part 3: Looking forward

Skills to practice: motivating and engaging your team members, influencing and closing with a positive outcome

- Ensure you are both aligned on how Ari's performance has been progressing so far, and what success looks like for the remainder of the year.
- Recap the main points of the conversation, the agreed actions to move forward, and timeframes.
- Reiterate how you will help setup Ari to succeed, and that Ari's efforts are supporting our collective success.
- Close on a positive note.

Question tips

You might find these questions helpful in guiding your conversation. Of course, feel free to find your own approach – this is not a definitive list.

Maintain Momentum

- How can I best support you?
- It sounds like you're frustrated. What can I do to remove this frustration?
- What motivates and encourages you?
- What success have you seen so far that we can build on?

Share Feedback

- How do you feel about this?
- With hindsight, what could you have done differently?
- What do we need to do differently?
- How do you think your approach is influencing the outcome?
- Where do you feel you've made the most progress, and where do you see room for improvement?

Seek to understand

- What gets in the way?
- Can we discuss in a bit more detail?
- What do you want for yourself?

Seek out new challenges

- What other tasks or responsibilities can you take on to continue to grow your skills or improve your performance?
- What does success look like for you?
- What skills or knowledge do you think you need to meet these challenges?

Identify support

- What is working well, and what could be even better?
- What would you like to see more of / less of from me?
- What support do we need to put into place? How can I support you with this?
- What gets in the way?

Action plan

- What steps can we take to ensure you achieve these objectives?
- What might get in the way of you achieving your objectives?
- What would be five incremental steps you can take towards this target?
- Does your 'one thing to stop' help this?