Your aim: motivate your team member to progress their development objectives

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.

Shay's situation at mid-year

Shay has been making good progress against their performance objectives, however at the mid-year mark, they have not made progress against either of their two development objectives.

- Shay's development objectives focus on building critical thinking skills and problem-solving skills. These are important skills to enable Shay to grow and excel in their current role.
- As part of your regular check-ins with Shay, you have together planned for Shay to:
    - Complete [e.g., internal, external, online LinkedIn Learning] training to build critical thinking skills
    - Attend different [e.g., crew, team, site, functional] meetings to observe and learn other decision-making approaches
    - Put skills into practice by Shay taking the lead on resolving [e.g., minor operational / safety / project issues] as they arise
- Despite this plan and frequent discussions, Shay has not made progress against their development objectives.
- Should Shay's actions remain unchanged, they are unlikely to make significant progress against their development objectives by year end. This may influence how much Shay grows in their current role, and what and how they achieve against their performance objectives.

You want to understand what is preventing progress being made against these development objectives, motivate Shay to take steps towards their growth and help them understand how continuously improving in their role supports our collective success. You also want to make sure Shay does not lose focus on their performance objectives as they make progress against these development objectives.

Part 2: Team member feedback

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

- *Critical:* ensure Shay understands that although their development objectives have not progressed, this <u>does not</u> mean they are underperforming as Shay is currently on track against their performance objectives.
- *Critical:* It is important to remind Shay it is critical we all continue to develop within our roles because otherwise our skills are not staying relevant and our performance is not improving – we are instead degrading/depreciating our skills.
- Give Shay a moment to reflect on your feedback and share their thoughts. Acknowledge how they might be feeling.
- Be curious about what could be holding Shay back from making progress and/or if these development objectives are still focus areas for Shay (e.g., should Shay's Performance 6 be adjusted to reflect any change to their development objectives).

Part 3: Looking forward

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

- Ensure you are both aligned on how Shay's performance has been progressing so far, and what success looks like for the remainder of the year.
- Explore ways to continue to support and motivate Shay to focus on their development objectives (but reiterate Shay is <u>not</u> underperforming if these development objectives are not progressed).
- Reiterate it is critical we all continue to develop within our roles, as this helps our skills remain relevant and our performance improve, which overall supports our collective success.
- Recap the main points of the conversation, any agreed actions and/or how you will support Shay with their development.
- 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?