

PDPR - Meaningful conversations Toolkit

Consider:

- Spend at least 50% of the time checking in with your direct reports health and wellbeing, how are they feeling, how has the last year impacted them, explore what you can do to support them, what drives/motivates them, what are they most proud of, what particular barriers have they faced?
- All staff are being asked to explore their own views and development around inclusion – what are they doing personally and how can you support this? Are they aware of all of the resources available?
- It's OK to be happy where they are in their careers. Not everybody wants to move up the organisation. Or perhaps they are near to retirement and don't see the value in a PDPR, we still need to support them with their development and provide a meaningful review whilst demonstrating we value/recognise/appreciate their contribution.
- Avoid assumptions about peoples' aspirations.
- Be honest with individuals. Manage expectations (if they want to go higher but you believe they have reached their potential and will at this time).
- Encourage individuals to consider what successful people do to get on e.g. networking effectively, marketing themselves, gaining / improving visibility.
- Ask insightful questions, let them do most of the talking. Co-create actions and the personal development plan together.
- They should leave feeling energised and that it has been an equal process re input.
- Seek feedback about how you can better manage/support them so they can be their best selves.

Key points to explore:

- Performance
- Aspiration
- Engagement
- Ability
- Next Steps

Performance in the current role

- Demonstrated strengths & achievements over the past year?
- What does the individual view as their core strengths?
- What factors would enable the employee to realise more of their strengths?

CONSIDER USING THE SWOT ANALYSIS, A GREAT TOOL FOR MEANINGFUL CONVERSATIONS, WORK THROUGH IT TOGETHER. THIS WILL LINK TO ASPIRATIONS AND PERSONAL DEVELOPMENT PLAN.

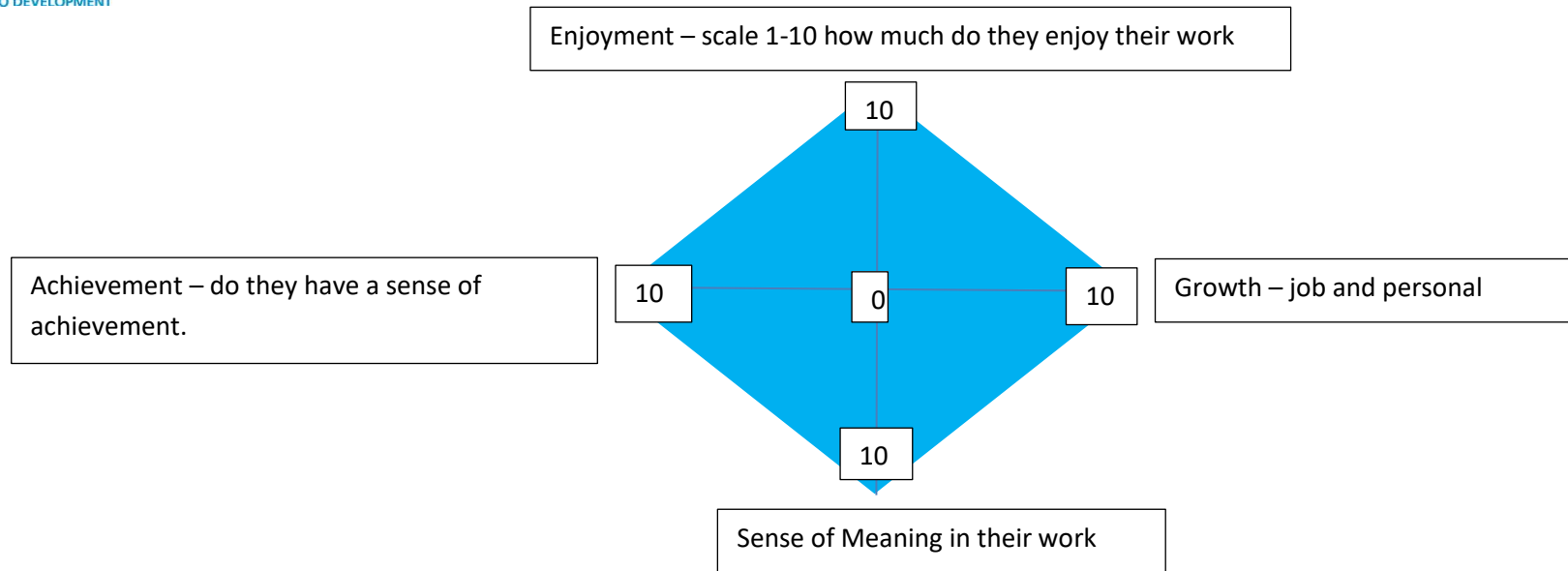
Aspiration

- How far does the individual's ambition currently extend?
- To what extent does the individual own and proactively seek out opportunities for learning, development and progression?
- What is the individual's historical track record of fulfilling their career ambitions?
- What are the individual's long term ambitions and what are the external factors that affect these?

Engagement

- Does the individual apply discretionary effort without prompting (e.g. mentor co-workers outside their direct span of control/ help others with heavy workload).
- Do they demonstrate an emotional engagement with the organisation? How is this done?

CONSIDER USING THE MODEL OF SUSTAINED HIGH PERFORMANCE BELOW. EXPLORE EACH AREA AND ASK FOR A SCORE 1-10, EXPLORE IN MORE DETAIL HOW EACH IMPACTS THE OTHER AND WHAT NEEDS TO HAPPEN TO MOVE UP CLOSER TO 10.



Ability

- Do they demonstrate the behaviours NHSBT expect.
- Do they meet the range of technical or functional skills needed?
- Do they exhibit the attitudes and responses required for success at the next level? (E.g. drive and energy to get things done, desire to improve performance, resilience, calm under pressure, self-aware and with a healthy regard for self and others).

Focusing on possible next steps for the individual

- What development objectives should be part of the individual's development plan?
- What particular development opportunities and activities would best support the achievement of these development objectives? (E.g. stretch assignments, secondments).
- What can be done and by who to support the individual achieve their career and development objectives?
- What barriers may prevent or block their development? Who owns these barriers?
- How can you help them overcome these?

Other Prompt questions

Emphasis should be on asking questions to understand what the individual really wants, needs etc. and enabling them to take responsibility for their actions.

What do you want in the future?

- (Helping them to open up a picture of what they really want generates energy and optimism).1-5 years from now what would be the ideal scenario for you?
Where do you want to be? (Keep prompting – what else?)
- Where would you be working?
- What kind of responsibilities would you have?
- What size team?
- What would you be doing?
- What would you have that you don't have now?
- How is that valuable to you? How important is it to you?
- How would you know when you've got there?
- What would it mean to you to achieve this?
- What will be the benefits of achieving this? And the costs?
- Does this feel realistic?
- When do you want to achieve it by?

What's happening now?

- Ask for examples of when they have been at their best, critical incidents that they found particularly demanding.
- Affirm and respectfully challenge to help them explore and hear what they say (and don't say). Encourage them to explore the perception of others.
- Emphasis is on their behaviours, skills and actions and also to help them see any blind spots. Listen and reflect back what you hear - (paraphrasing, summarising, open questions etc.)
- Tell me about a time when...?
- How did it feel when...?
- How does it feel now as you look back on...?
- What do other people say about their performance, behaviour & what they bring to the role?
- What personal style helps/hinders them?
- How do you think others (colleagues, customers etc.) saw/would have seen it/you?
- What are you proudest of in this situation?

- And what would you do differently with hindsight?
- What did you learn from this experience?
- And what do you still want to develop further?
- What does this tell you about yourself?
- What is needed to ensure continuous performance and maintain motivation?
- What do they do with good ideas?
- What support do they get/need from manager, peers, and direct reports?
- How might NHSBT better utilise their skills and experience?
- Do they influence in areas they don't have 'power' or 'mandate' in?

How will you get there?

- (Focus on development opportunities encourage individuals to take responsibility and identify the support they will need). Having identified their goals explore possible strategies and specific actions, and considering what might hinder progress. Check out their commitment. What needs to happen to reach this goal?
- How many different ways are there for you to do this?
- What /who might help?
- What will you need to do more or less of?
- What has worked for others?
- What has worked well for you in the past?
- What about some wild ideas?
- Which of these ideas appeals to you most?
- What are within your control?
- What might get in the way?
- How will you overcome that?
- What will you do first? What will be the next move?
- When will that happen?
- Does this feel like the right thing for you to be doing?
- On a scale of 1-10 how likely are you to take this action by that deadline?
- What advice would you give yourself as you begin this?

FOR THOSE WHO ARE HAPPY WHERE THEY ARE AND DON'T ENGAGE WITH A PD PLAN – Most people still want to be recognised/appreciated for what they do and how they add value to the team. What do you appreciate about them as individuals (job completion and personal qualities as team member).

- What needs to happen for them to stay engaged and motivated and/or enjoy their work? How can you support this?
- What can they offer other team members?
- How do they want to develop regarding the NHSBT inclusion agenda? What can they contribute?
- What are they most proud of?
- When do they feel most engaged/excited/energised/enthused about their work? What needs to happen for them to get more of this?

FOR THOSE COUNTING DOWN TO RETIREMENT All of the above PLUS

- What are their retirement plans?
- Do they have transferable skills?
- How do they want to make their remaining time count/be meaningful?
- What are you going to miss most about them?
- What experience gap may they leave and how can they mentor/support others to prepare to fill this gap?
- What will they miss most about work?
- How you can support the transition for them and the team?
- What is the legacy they believe they are leaving behind.
- If there were to be a retirement speech, what do they hope people would say about them.....then explore this further.