



FEEDBACK

BENEFITS OF FEEDBACK CONVERSATIONS AS PART OF PDR:

- To develop a shared understanding of work-related contributions and how they were achieved
- To understand progress towards key priorities and recognise significant achievements
- To build self-awareness



HOW TO PREPARE:

- Take time to consider **what** you have contributed during the Review period
- Consider **how** you have delivered/contributed
- What information do you have about your contribution?
- Be prepared to receive feedback which may be offered and reflect on this
- Keep notes about your progress throughout the review period
- Is there any 'upward feedback' you would like to provide in PDR conversations with your Reviewer?

TIPS:

- Come to the meeting with an open mind and be willing to listen
- If you have feedback to give, be clear in what you intend to say, how you intend to say it and why you are saying it

REVIEWEE PROMPTS FOR FEEDBACK CONVERSATIONS:

- "Thank you for your feedback, my views on this are..."
- "I think we share a similar view about..."
- "I think we differ on... If I could respond..."
- "I need some time to consider this. Perhaps we could follow up ..."
- "I have some feedback I would like to offer"



PLANNING AND PRIORITISING

BENEFITS OF PLANNING AND PRIORITISING CONVERSATIONS AS PART OF PDR:

- To achieve a shared understanding of key priorities for the role
- To gain agreement on individual contribution and alignment to higher level goals
- To gain clarity on the way forward and ownership of goals and priorities



HOW TO PREPARE:

- Be clear about your goals and priorities. Take time to find out and understand the Institutional and local priorities
- What challenges are there that might impact on your ability to deliver your priorities?
- What do you think are the most significant contributions you can make in the upcoming review period?
- Consider what is realistic to achieve within the Review period

TIPS:

- Focus on agreeing the most important priorities rather than all the tasks that you may have in your role
- Be aware of potential for change and what might emerge during the year

REVIEWEE PROMPTS FOR PLANNING AND PRIORITISING CONVERSATIONS:

- Ask for clarity if any plans or expectations are unclear for you
- Consider what support, opportunities or learning and development you might need to achieve agreed priorities
- Share any challenges you envisage that may impact on your ability to achieve these goals, or any concerns you might have
- When should priorities be reviewed and discussed again during the review period?



CAREER AND DEVELOPMENT

BENEFITS OF CAREER AND DEVELOPMENT CONVERSATIONS AS PART OF PDR:

- To develop a shared understanding of current development needs for the Reviewee
- To understand future role development needs and career aspirations
- To assist Reviewees prioritise their development needs
- To discuss and agree how to achieve the development requirements



HOW TO PREPARE:

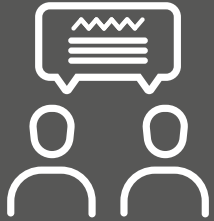
- Considered your strengths and areas for improvement
- Find out about opportunities and resources for support, learning, development and progression within your local area and in the University
- Think about what development may be required to help you deliver in your current role or support your career aspirations
- Consider your longer term career goals/aspirations
- Be realistic about your expectations – what are the most important things that could be achieved during the upcoming review period?

TIPS:

- Be prepared to take responsibility for your own career and development
- Make work-related learning a regular part of your schedule
- Ask for clarification about any aspect of career progression or development support if you are unclear

REVIEWEE PROMPTS FOR CAREER AND DEVELOPMENT CONVERSATIONS:

- “Taking into account the priorities we discussed, are there any opportunities for me to get some experience in...”
- “Is it possible to agree some time where I could undertake the following development activities...?”
- “Have you any views on my career aspirations, or how these might be achieved?”
- “These are the aspects of my role I find most challenging...”



CHALLENGING CONVERSATIONS

FOR CHALLENGING PDR CONVERSATIONS, SHOULD THEY ARISE:

- To support you to have fair, open and honest conversations
- To ensure you and your Reviewer seek alignment of views and perspectives
- To agree how to address challenging issues



HOW TO PREPARE, CONSIDER:

- What is the purpose of having the conversation?
- What would be a positive outcome?
- What might the other person's point of view be?
- What will happen if this conversation does, or does not, take place?
- Are there other people you might need to talk to, or other sources of advice or support?
- Are Queen's Values (ICARE) helpful for this conversation

TIPS:

- Work towards a positive outcome
- Remain factual and adopt a logical, structured approach where possible

REVIEWEE PROMPTS FOR CHALLENGING CONVERSATIONS

- Ask for clarification during any conversation as part of your PDR
- Consider and discuss options which are available
- Be prepared to give your point of view
- Try to establish how best to move forward
- Where necessary, explain to your Reviewer how you feel



THE STATE MODEL

USE THE STATE MODEL DURING PDR:

- To support positive, engaged and productive conversations with your Reviewer
- To structure your conversation using a straightforward model
- To enable discussion to achieve well informed outcomes



THE MODEL:

The **'what'** skills

- **S**hare Your Facts
- **T**ell Your Story
- **A**sk for Others' Perspectives

The **'how'** skills

- **T**alk Tentatively
- **E**ncourage Challenge

USING THIS MODEL:

Share Your Facts – State your view/ask
Tell Your Story

- Explain what issue(s) you wish to discuss
- Why is it important?
- Identify your contribution to the issue
- Indicate your wish to resolve it

Ask for Others' Perspectives

- Tell me how you see the situation?
- What do you want to happen?
- How could we move forward from here?
- What options are open to us?

Talk Tentatively

Encourage Challenge

- Really listen
- Respond to concerns you hear:
 - Tell me more about that?
 - I'm keen to hear your perspective

MOVE TO OUTCOME:

- Adopt a professional, equal and 'adult-adult' approach
- Remain factual, adopt a logical approach
- Be assertive
- Align with priorities
- Agree clear actions and timeframes