Resources for Reviewers and Reviewees

Strengths Wheel Assessment *(Driver. M, 2011)*

We tend to find it easier to focus on where we need to develop rather than on what our key strengths are. This tool helps us shift our focus onto strengths and how we can build on these or use them more. Alternatively, it is possible that some strengths are overused in a given context, that when over played can detract from the value of the strength. This is a useful tool to incorporate to ensure you are reflecting on yourself in a fair and balanced way, and not just on where you want to develop or areas that you deem as 'weaker' skills.
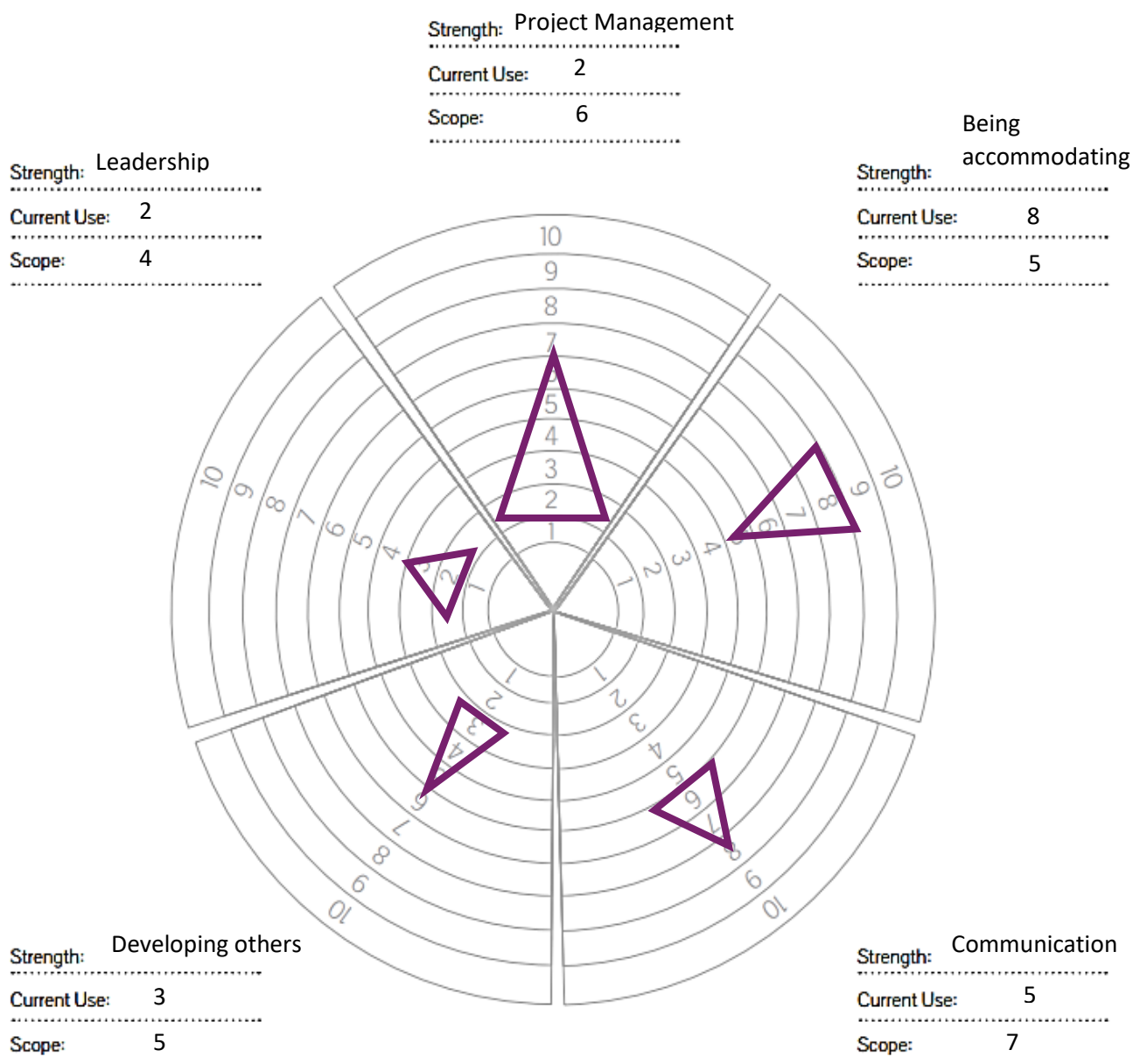
Step 1: Think of 5 areas that are your personal strengths or strengths you would like to build on – note these in strength lines.

Step 2: Consider your view of how you currently use each strength out of 10.

- 10 being ultimate maximisation of the strength and 1 being total underutilisation.

Step 3: Consider how much you want to improve each strength, or the scope you have to use this strength more, over the given time period. Ensure you are being realistic about it in the time frame you are giving yourself.

Step 4: Plot this on the diagram as in the example below.

Strength: Project Management
Current Use: 2
Scope: 6

Strength: Being accommodating
Current Use: 8
Scope: 5

Strength: Leadership
Current Use: 2
Scope: 4

Strength: Developing others
Current Use: 3
Scope: 5

Strength: Communication
Current Use: 5
Scope: 7

Gibbs Reflective Cycle *(Gibbs. G, 1988)*

The Reflective Cycle offers a framework for learning from experiences to think systematically about specific situations. If you complete a piece of work, activity or task successfully, try to look at what you did well and consider how you can use this experience to build your strengths to do even better next time. Alternatively, it is also useful to learn from things that do not go so well. It's tempting to try to forget about the experience as soon as you can, but actually the richest source of learning often comes from your mistakes so try to analyse what happened, think of alternatives actions you could have taken and sketch out an action plan for what to do next time.

Step 1: Description of the experience – Describe the situation in detail, e.g. What happened? When and where did it happen? What did you do? What was the outcome? Why were you there? What did you want to happen? Do not draw any conclusions right away.

Step 2: Feelings – Explore any feelings and thoughts you had during the experience. What were you feeling during the situation? What were you feeling before and after? What do you think about the situation now?

Step 3: Evaluation – Be objective and honest - what went well and what didn't go well?

Step **4: Analysis** – Extracting meaning from the evaluation, why did an aspect go well? Why didn't it go well? What knowledge (my own or others) can help me understand or learn from the situation?

Step 5: Conclusion – Summarise your learning and any changes to your action that could improve outcomes in future situations. What did you learn? What skills do you need to develop to handle situations like this better?

Step 6: Action Plan – Plan for what you will do differently in future.

Personal SWOT Analysis

Think about your strengths, weaknesses, opportunities and challenges relevant to and impacting you and your role.

STRENGTHS	WEAKNESSES
Reflecting on your strength: • **What knowledge skills and competencies contributed to your achievements?** • **What feedback on your strengths have you received?**	**Reflecting on your areas for development:** • **What were the challenges that contributed to when things didn't go so well?** • **What can you learn from that?**

| OPPORTUNITIES	CHALLENGES
• **Who can support me in achieving my goals?** • **What development opportunities exist that will help me?** • **What trends are emerging in this area?**	• **What obstacles do I face?** • **What might get in the way?** • **Do I have the resources I need?**

Development Pay-off Matrix

Ease of Implementation

EASY to do   **TOUGH to do**

Impact on Career

BIG pay-off

SMALL pay-off

PRIORITISE!
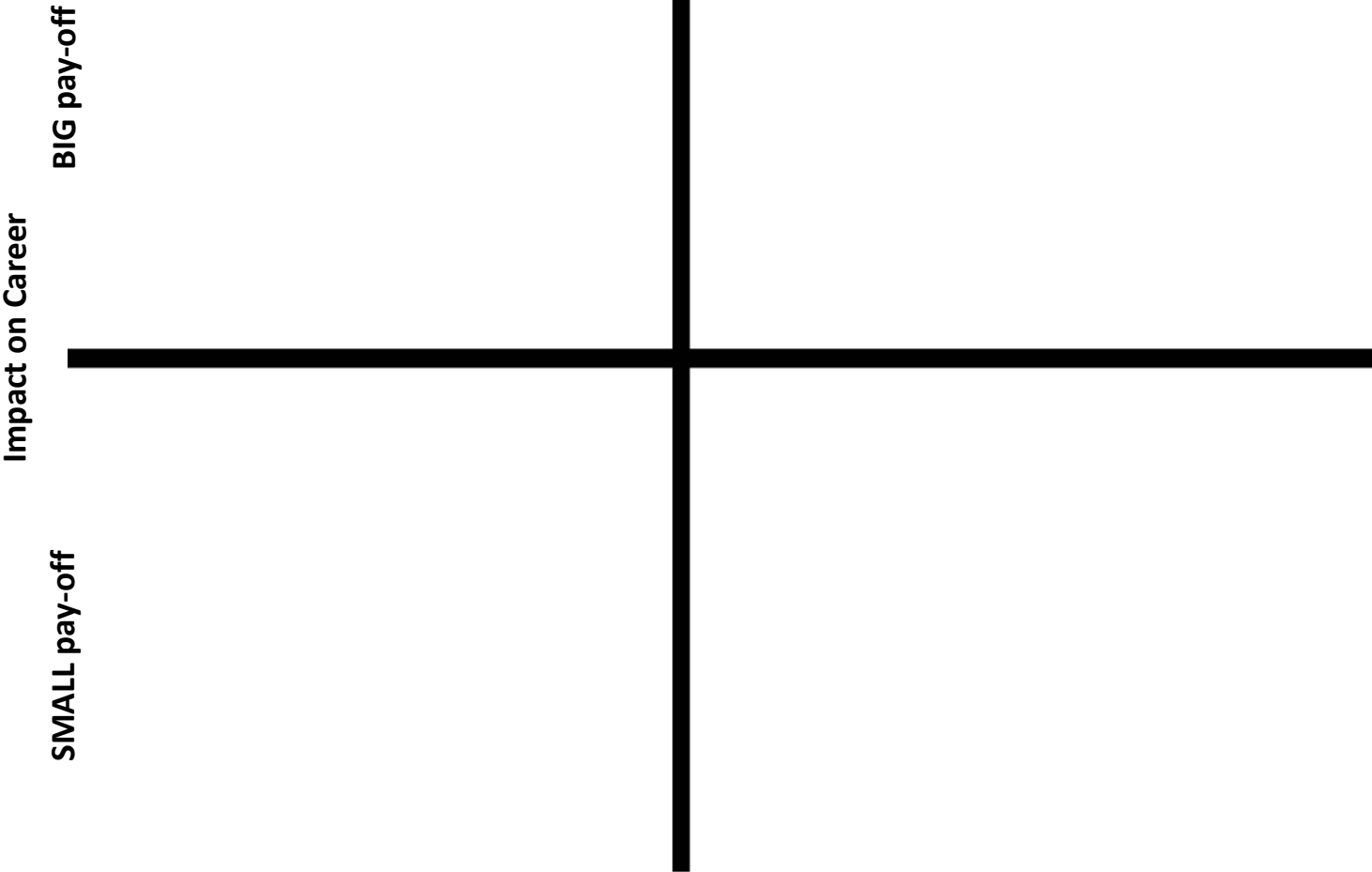
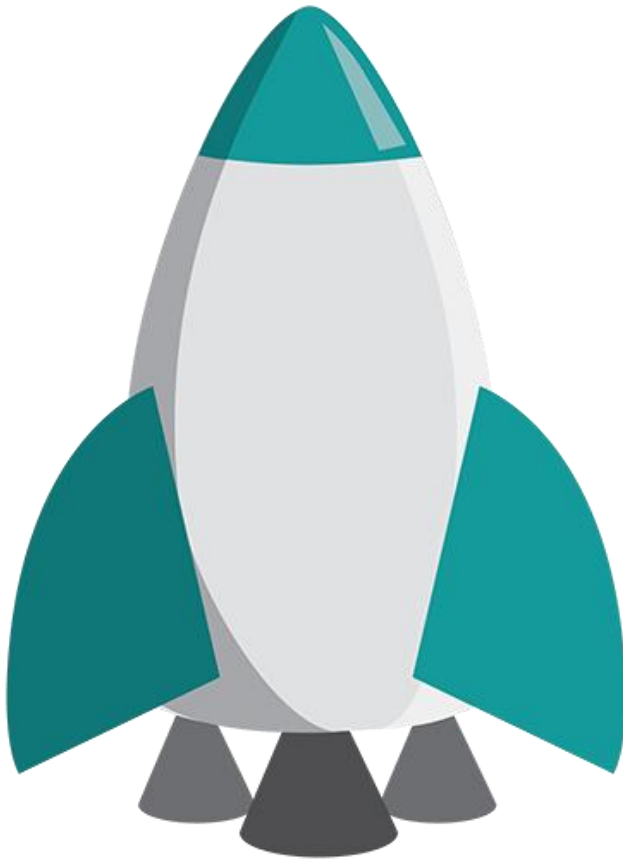**Guiding Principles for Good Feedback – BOOST model**

When reflecting and preparing feedback, measure it against the BOOST model to ensure that your feedback is well placed and will be constructive for the recipient.

Balanced

Observed

Objective

Specific

Timely

GROW Model

Use the GROW model to support positive, engaged and productive conversations with your Reviewee and ensure well informed outcomes.

Goal:

- What do you want to achieve?
- Why is it important to you?
- What does 'good' or 'success' look like?
- What would you like to explore?

Reality:

- Where do you think you are in relation to this right now?
- What have you already tried?
- What do you see as your challenges?
- What resources are available?

Opportunities/ Options

- What ways could you approach this?
- What has worked for you in the past?
- What opportunities exist that you could avail of?
- What are the pros and cons of the options?

Way Forward

- Which option is your best choice?
- How would you achieve this?
- What will be your first step?
- What support will you need?

STATE model

Use the STATE model to support positive, engaged and productive conversations with your Reviewer and ensure well informed outcomes.

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