VIP Conversation starters: Spotlight on Leadership and Management

This exercise is designed to stimulate conversation about different leadership styles and qualities that are important to the individual’s performance and future development. The exercise allows individual’s to reflect on their strengths and natural talents and explore appropriate tasks and training that can stretch their skills, experience and enhance performance. This exercise is suitable for all employees, aspiring managers and leaders.

**Exercise Part 1: Areas of Strength**

1. Print out 2 copies of the leadership table below; one for the individual and one for their line manager.
2. Individually, employee and line manager should review the table and circle the skills and attributes where they feel the individual has a particular strength or natural talent.
   1. Avoid circling lots of skills- whilst the individual may perform well across a number of areas, the focus of this exercise is to concentrate on the areas where they **excel**. Aim for 3 and no more than 5 areas.
3. Both manager and employee should now reveal their results to each other and discuss.

**CONFIRMED STRENGTHS:** Are there particular areas that you have both circled? These are likely to be the individual’s strongest areas and known as ***Confirmed Strengths***.

* + 1. What makes performance in these areas so strong?
    2. Think about and discuss what **impact** these strengths have to the performance of the team and their contribution to the delivery of the service.
    3. **Explore and assign development goals that support these areas**. How can the individual stretch these areas of natural talent, use them more and /or further develop them? Think specifically about planning in practical tasks, training or mentoring that can be put in place to enhance exposure, build knowledge and / or skills across the team.

**BLIND SPOTS AND HIDDEN STRENGTHS:** Now explore any areas where the individual and manager did not align- are there strengths that one party recognised more over another?

**Blind spots**: Areas of strength that the manager easily recognised, but the individual did not.

**Hidden Strengths:** Strengths that the individual acknowledged in themselves, but weren’t immediately recognised by the manager.

* + 1. Identify any **blind spots** or **hidden strengths** and in turn, explore why one party recognised these more over the other.
    2. Hidden Strengths: Are there any qualities or skills the individual would like to be recognised for in the future?
       1. Does the individual need more exposure in these areas or opportunities to showcase these talents?
       2. What practical steps can be taken to help develop these areas?
    3. Blind Spots: explore why the individual not immediately recognise these areas of strength, when their manager did?
       1. Think about examples of good performance in this area
       2. Is there anything that could be holding the individual back in this area?
       3. What support or practical tasks can be taken to help stretch these skills?

VIP: Leadership & Management Qualities

|  |  |  |  |
| --- | --- | --- | --- |
| Openness / honesty | Approachability | Listening | Engagement |
| Questioning skills | Decision Making | Thinking ahead / understanding consequences | Assertiveness |
| Articulate | Giving Feedback and Recognition | Connecting with people / building relationships / partnerships | Presence |
| Delegation | Influencing | Ability to inspire and motivate others | Empowering / Trust in others to deliver |
| Coaching or building confidence in others | Knowledge | Admitting to mistakes | Encouraging Development |
| Resilience | Self -Confidence | Taking risks | Politically astute |
| Time management | Budget Management | HR policies and Procedures | Performance management |
| Dealing with conflict | Leading by example | Dealing with Change | Problem Solving |
| Fair | Challenging status quo | Strategic thinking and planning | OTHER: |
|  | | | |

Development Goals:

|  |  |  |
| --- | --- | --- |
| **Skill or Style**    What area do you want to focus on? | **Impact**  What impact will this have on performance? | **Support**  What barriers may be faced? What tasks / actions will help to achieve success? |
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Exercise Part 2 (optional):

Aspirational Strength: Leadership

This tool can be used to identify any aspirational strengths or areas the individual would like to cultivate and develop to help enhance their future performance.

1. Building on part 1, the individual should think of a successful leader and /or someone that inspires them.
2. Drawing upon their knowledge and / or experience of them, the individual should use the table above to circle up to 5 of the most important leadership qualities this person possesses.
3. Individuals and managers should now compare the individual’s strengths and feedback against this inspirational leader. This will help to focus the discussion on any areas they would like to strive to develop or build on.
   1. Are there any qualities you admire in others that you would like to build on?
   2. Do these qualities work for you and your natural strengths?
   3. How can you develop these areas?
   4. What barriers might you face and how can these be overcome?