

Managing Up, Down, and Around

at
**HER
BEST**

STYLE 1 Leadership Behaviors/What Do I Say?

Use these “Conversation Starters” to help you become more flexible and help **D1’s** ask for the direction they need.

LEADERSHIP BEHAVIORS	WHAT DO I SAY?
Identify purpose of meeting	What I want to talk to you about is ...
Acknowledge enthusiasm	I appreciate your enthusiasm ... energy ... willingness to ...
Acknowledge transferable skills	Your skills of ... will be really helpful on ... I'd like to have you use your skills
Get Style 1 Partnering for Performance agreement	Since you haven't done this before, would it be helpful if I provided you with some direction ... resources ... information?
Define goals, standards, priorities, timelines	What I'd like you to do is ... by ... I'd like to talk to you today about a project to ... over the next ... months... Here's what's happening now and what we need to have happen ... What a good job looks like is ... In relation to your other work, the priority of this goal/task/project is ...
Clarify how performance will be tracked and monitored; set up follow-up meetings	For the next few weeks, we should meet ... We'll track your progress by ... (observing actual performance, reviewing reports/data about performance, talking to others, etc.).
Take the lead in action/project planning	Here are the next steps ... What I need you to do first, second, third, etc., is ...

STYLE 2 Leadership Behaviors/What Do I Say?

Use these “Conversation Starters” to help you become more flexible and help **D2’s** ask for the direction they need.

LEADERSHIP BEHAVIORS	WHAT DO I SAY?
Clarify purpose of meeting	I wanted to meet today to talk to you about ...
Acknowledge enthusiasm	Remember, your goal was to ...by ...
Involve the person in goal setting/problem solving/ performance evaluation; listen	Tell me how things are going ... Are things going the way you expected? Is the goal/timeline still realistic? I think you've made progress on ... What concerns do you have? Anything else? You seem to be ... frustrated? ... confused? ... overwhelmed?
Get Style 2 Partnering for Performance agreement	Since you're still learning (or stuck or frustrated), would it be helpful if I continued to provide you with direction ... resources ... information? But, I'd also like to hear your ideas ... I'd like to work with you on ...
Involve the person in action planning/decision making	What do you think you could do to ... What ideas do you have ...
Help the person consider alternatives	What else could you do? What are the alternatives? Here's some ideas/next steps that we may want to consider ... What are the pros and cons to each alternative we've discussed?
Provide perspective	I'm confident you'll be successful at ... Look at how much you've already learned ... accomplished ... Two weeks ago you couldn't ... now you can...