

Managing Up, Down & Around

at
**HER
BEST**

STYLE 1

Leadership Behaviors/What Do I Say?

Use these “Conversation Starters” to help you become more flexible and to help **D1s** 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 ... |

Source: Ken Blanchard, Situational Leadership

STYLE 2

Leadership Behaviors/What Do I Say?

Use these “Conversation Starters” to help you become more flexible and to help **D2s** ask for the direction & support 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... |

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