

Checklist: Feedback

1 Providing feedback

- Don't wait too long.
- Describe the behaviour you've noticed, be specific, no interpretations.
- Describe the effect it had on you. How did it make you feel? Use 'I' messages.
- Check whether or not others have understood the feedback.
- Provide suggestions on how to change the behaviour. What kind of behaviour would you like to see?

2 Receiving feedback

- Don't see feedback as a personal attack.
- Don't immediately go on the defensive.
- Ask questions and try to comprehend the feedback.
- Show appreciation for the feedback. Show respect.
- Evaluate the feedback. Do you recognise it?
- Decide what you are going to do with the feedback.

Checklist: Problem solving

- Step 1 Define the problem.
Gather information (facts, consequences, those involved).
Compile a problem definition (problem and goal).

- Step 2 Determine the causes (people, methods, machines, resources/
materials).
Keep asking 'why' until you find the root of the problem.

- Step 3 Determine solutions (brainstorm).

- Step 4 List the preconditions (time, money, quality, quantity).

- Step 5 Pick your best solutions.

- Step 6 Work out a plan of action.

- Step 7 Evaluate the results.

Checklist: Negotiation

1 Preparation

- 1 Determine what you would like to achieve and why.
- 2 Determine what the other party would like to achieve and why.
- 3 Look for points of agreement (this isn't about similar aims which are a different kettle of fish so you don't need to deal with them, but rather concerns points of agreement between your requirements and goals, and those of the other party).
- 4 Look for win-win solutions.

2 Looking for options

- 1 Introduce the problem and ask the other party to help you find a solution that suits you both.
- 2 Make your goals clear.
- 3 Look for options and note the other party's reactions (where are the margins).

3 Discuss

- 1 First discuss the points of agreement.
- 2 Work together towards a solution.
- 3 Make proposals, such as: 'If you do this, then...'
- 4 To obtain further information, determine the reasons behind the other party's arguments.
- 5 Postpone troublesome issues.
- 6 Avoid creating the impression that you expect the other party to back down.

4 Agreement

- 1 Briefly go over the arranged agreement.
- 2 Make a written copy of the agreement.

Checklist: Conflict management

1 Preparation

- Conduct individual discussions with the conflicting parties.
- Gather information about the source of the conflict.
- Ensure that both parties agree to your arbitration.
- Explain the procedure.
- Plan a date.

2 Discussion

- Step 1 Describe the previous history and set the goal.
- Step 2 Present the deductions you made after the individual discussions.
- Step 3 Allow all parties to react to your analysis.
- Step 4 Identify causes and points of concern.
- Step 5 Look for solutions.
- Step 6 Select solutions that both parties can agree upon.
- Step 7 Make the proposed solutions clear and put forward a plan of action.

3 Evaluate the selected solution

Checklist: Situational leadership

Telling style

- Follower: low competence, low commitment, unable and unwilling, or insecure.
- Leader: high task focus, low relationship focus (high guidance, low support).
- Give detailed instructions and supervise the performance of tasks.
- Pitfall: authoritarian behaviour.

Selling style

- Follower, some competence, variable commitment, unable but willing or motivated.
- Leader: high task focus, high relationship focus (high guidance and support).
- Continually give instructions and supervision, explain decisions, stimulate (ask for suggestions) and support progress.
- Pitfall: patronising behaviour.

Participating style

- Follower: high competence, able but unwilling or insecure.
- Leader: low task focus high relationship focus, (low guidance, high support).
- Promote and support the task performance, share ideas and responsibilities for decisions.
- Pitfall: therapeutic behaviour.

Delegating style

- Follower: high competence, high commitment, able and willing, or motivated.
- Leader: low task focus, low relationship focus (low guidance, low support).
- Delegate the decision-making and problem-solving responsibilities.
- Pitfall: laissez-faire attitude (let them do as they please).

Checklist: Coaching

- 1 Ensure that your employees know what's expected of them.
- 2 Ensure that they're well informed.
- 3 Give them the freedom to organise their own work.
- 4 Make them responsible for the entire process.
- 5 Make them feel like superstars.
- 6 Provide regular feedback.
- 7 Show your appreciation.
- 8 Assist their learning and development.
- 9 Create a trusting environment.

And: request feedback about your own performance.

Checklist: Motivation

- 1 Keep a record of your employee's motivational pattern.
- 2 Assign tasks that tie into his motivational pattern.
- 3 Concentrate on coaching him on the development of skills within the framework of this pattern.
- 4 Hold regular meetings to make sure that he's on the right track.

Checklist: Bad news conversation

Prepare yourself

- Prepare two or three irrefutable main arguments.
- Determine where and when the discussion will take place.

Delivering the blow

- Give a short introduction.
- Announce the bad news clearly and unambiguously.
- Allow the other party to express their anger and calm down.
- Put forward your arguments.

Limiting the effect of the blow

- Allow the other party to display his emotions.
- Assist the other party in dealing with and comprehending the bad news.

Rounding off the discussion

- Discuss the opportunities available to the other party, his questions and his wishes.
- Ensure that the other party leaves in a positive frame of mind.

Checklist: Performance appraisal conversation

- 1 Compile the discussion points in consultation with your employee.
- 2 Determine the goals.
- 3 Have previous agreements been met?
- 4 Give your appraisal.
- 5 Allow the other party to comment.
- 6 Make sure that you mention the positive aspects.
- 7 Note your own subjective observations. Are these correct?
- 8 Only comment on performance and achievements, not on the person himself.
- 9 Don't compare the employee to his colleagues.
- 10 Clearly record the appraisal and the agreements made.

Checklist: Delegation conversation

- 1 Make it very clear that you are delegating.
- 2 Explain to others your reasons for selecting a certain colleague.
- 3 Explain the tasks and expectations.
- 4 Indicate available means and ensure that your employee has access to these means.
- 5 Indicate the boundaries applicable to tasks.
- 6 Indicate who has responsibility and who has final responsibility.
- 7 Show your trust and support.