

DO'S AND DON'TS FOR ACTION PLAN DISCUSSIONS

Multi-source feedback is valuable if an individual takes positive actions based on the information received. For behavioral change to occur, feedback must be translated into developmental goals. The goals are then brought to life through an action plan. The action plan is implemented and monitored through on-going feedback and suggestions the individual solicits from key stakeholders. As a manager, your responsibility is to partner with the individual as he/she works through this process and begins to change leadership behaviors. Listed below are tips to guide you in your partnering role.

DO:

- DO schedule a time to meet with each subordinate manager/supervisor who has recently participated in MSF, if he/she has not initiated the meeting with you within 3 weeks after receiving feedback results. Allow plenty of time so the discussion isn't rushed.
- DO prepare to listen. Provide opinions or suggestions if asked to do so. Help the supervisor brainstorm approaches and alternatives that are most likely to lead to effective change in behavior.
- DO keep the conversation confidential.
- DO be a mentor. This is not a performance discussion and is not the time for counseling about *your* perceptions of the person's development needs.
- DO offer support and encourage the person to pursue their planned actions. If you cannot support a particular action or believe it is against the person's best interest to pursue (e.g., due to business priorities or resource constraints), DO express willingness to support alternatives that are achievable.
- DO encourage the supervisor to share the developmental goals with other key stakeholders and engage them in providing him/her with on-going feedback and suggestions. Besides yourself, stakeholders might include the supervisor's staff, peer supervisors, and even customers.
- DO expect the Action Plan to address no more than two of the twelve Denison indices. Changing habits and behavior will require focus and personal commitment. As they say, "Go slow to go fast."
- Following the discussion, DO ask occasionally how the plan is progressing and whether your support would be helpful. Again, the purpose is to encourage follow-through and help leaders see benefits of self-improvement, without appearing critical.
- DO compliment the individual when you observe improved behaviors or receive positive feedback from customers or employees in the leadership areas focused on.

DON'T:

- DON'T expect the person to work on improving too many areas of leadership at one time.