Conducting an Effective Performance and Development Discussion and IDP Meeting

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| **Steering the right course: Performance & IDP discussion points** |

• An effective performance and development conversation should take place during the IDP

Meeting and this should include a discussion about past behaviour & performance and what

will be done differently in the future.

• The questions overleaf provide suggestions on the types of questions that could be used

to achieve an appropriate balance in the IDP review meeting.

• These questions should be used by managers to help facilitate a good discussion but are

equally useful to employees when preparing for the IDP meeting.

Questions to help the Performance & Development discussions.

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| **Introduction - questions to commence the discussion** |
| • Discuss how you feel you have performed in your role over the last 3/6/12 months? |
| • What have been your work success stories this year? And why? |
| • What didn’t go so well and why? What would you do differently? |
| • What issues are hindering you from being able to perform effectively in your role? |

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| **Performance and Objectives** |
| • What would you describe as your major strengths and why? |
| • In terms of your learning and development, what skills have you gained/developed this year? |
| • What impact has this had on your work and Cemex? |
| • What learning & development programmes and / or informal learning have you undertaken this year? |
| • What are you doing differently because of this learning and development; what have been the benefits to both you and the team from this development? |

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| **Development Areas** |
| • Do you understand the feedback you have received? |
| • In which areas do you think you could improve and why; which is most important to focus on? |
| • What would you have done differently with hindsight; what needs to happen to avoid similar situations in the future (do differently, more or less of)? |
| • Which competency/skill areas are most challenging for you? |
| • What do you see your peers doing really well that you wish you could be doing; what is stopping you? |
| • What support do you need to enable you to perform better? |
| • How can I help you as your line manager? |

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| **Next Steps** |
| • How are you going to help Cemex & your team achieve its business objectives for the next year? |
| • What will be the biggest challenges for you over the next year; how will you tackle these? |
| • What type of assignments would best help you develop/build on strengths over the next 12 months? |
| • How can we support you to balance your workload with time for your personal development? |
| • What will motivate you to achieve even greater performance? |
| • When we meet in 3/6 months or a year’s time, what would you be proud to say you had achieved? |

Pressure-Performance Curve



**Our wellbeing and how well we perform at work is dependent upon how much pressure we perceive ourselves to be under or place on ourselves.**

**The green ‘Feel Good’ zone.**

Our pressure thresholds vary from person to person. When we feel we are under an optimum amount of pressure we feel motivated, feel good and perform at our very best.

**The orange ‘Switched Off' zone.**

When we are not under enough pressure, we tend get bored and become demotivated and disengage. Over time, this can affect our confidence and self-esteem and make us feel worthless and not valued. This is when we ‘rust out’ which is surprisingly equally detrimental to our mental health and wellbeing as burnout.

**The red ‘Stressed Out’ zone.**

When we feel we are under excessive pressure we start to feel stressed and over time this can lead to exhaustion and ‘burnout’.

Being in the green zone as often as possible is best but evidence tells us it is fine to dip in and out of the red and orange zones too.

**Where are you on the curve?**

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| • Where do you feel that you are today on the Pressure-Performance Curve and why? |
| • What can we both do to support you to get back into the green zone? |

**Individual Development Plan-Discussion Record**

**Employee Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Reviewing Manager Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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| **Manager comments** |

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| **Employee comments** |

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| **Development Actions/Required** (70% **Live Experience** (developmental tasks), **20% Coaching/Feedback** (from line manager/role models) **10% Formal Training Programme(s)** (skills or competency based) |

Manager Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Copy of this form to go to the employee & line manager.**

**Update Smartform system to record that the Employee 121 Employee Discussion is completed – simply confirm the Employee’s name and ID number.**

[https://forms.office.com/Pages/ResponsePage.aspx?id=AZDhbsTQ-EWvi\_8A8W0H4b\_943BrACNJt7vjB\_SQ\_LlUOEhOM1Q5WkcyUklXQzZLM1QxSE1BMjBGNC4u](https://forms.office.com/Pages/ResponsePage.aspx?id=AZDhbsTQ-EWvi_8A8W0H4b_943BrACNJt7vjB_SQ_LlUOEhOM1Q5WkcyUklXQzZLM1QxSE1BMjBGNC4u )