# Give Me Five

Manager Forum

2020

**Monash Health**

# Check in Questions

1. What have been your most valuable achievements since the last discussion?

2. What have you enjoyed most within your role/the team since we last met?

3. What are the challenges? What do you suggest we do about these challenges to improve?

4. What support or direction do you need from your manager?

5. What are two things you have noticed about my performance that are positive, and one thing that I could improve on?

# New question – Occupational Health and Safety

What would you change about our current employee occupational health and safety processes and practices?

- Create a conversation
- Encourage ideas for solution

# Think about what you're evaluating

- Typically we measure success against a goal
- Measures and targets may no longer exist or be applicable, goal posts have shifted, context changed

Place more emphasis on:
- Resilience, Capacity to adapt, Teamwork, Collaboration

Optimism

Self-belief

Control of Self

Willingness to Adapt

Willingness to Be Flexible

Resilience

Ability to Solve Problems

Emotional Awareness

Social Support

Sense of Humor

# Demonstrate compassion

Fully acknowledge the vastly different and varying circumstances your team members are operating

- Juggling calls with entertaining their toddlers
- Helping their tweens with algebra
- Overseeing projects while caring for elderly family members
- Trying to work while struggling with feelings of isolation

Give people a little more latitude.

# Gather different kinds of data

When your team has gone remote is that you don't have as much data as you usually do because you're not seeing your employees in person

- Watch your biases, both positive and negative.

- Seek feedback from peers and colleagues. Ask others, "How is this employee proactively communicating? How are they connecting with colleagues? Who are they helping?

# Set the right tone

- Video on

- Amplifying your listening and questioning skills to ensure that messages are heard

- Check in on any non-verbals that may provide more insight into how feedback has been received

- If someone isn't performing, dig a little deeper

# Look to the future

Two opportunities that the current environment provides in these times:

1. Start having GM5 check-in conversations more regularly. This allows you to use the tool to provide more real feedback, recalibrate where you need

2. Go beyond the efficiency of your employees, and start to focus on other aspects of performance, such as the agility and resilience measures discussed earlier. Where has someone taken more personal ownership, been more collaborative?
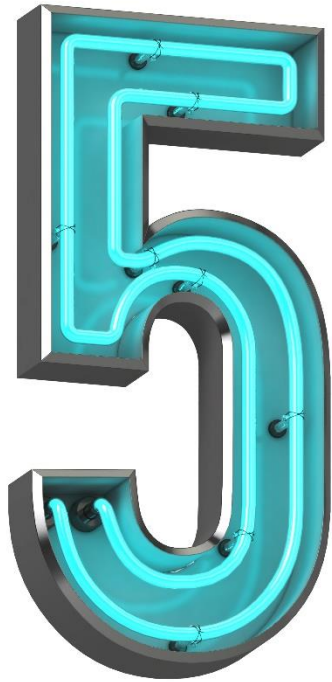
# Be effusive with your stars

Really highlight when you have someone doing a great job.

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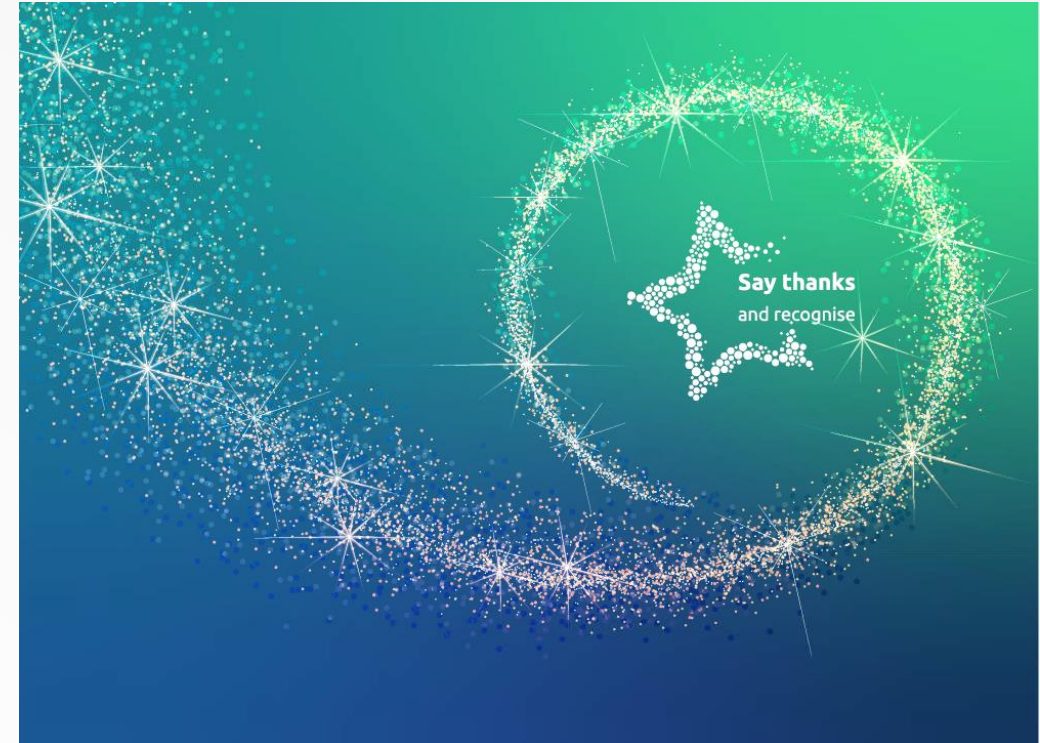
# What are two things you have noticed about my performance that are positive? And one thing that I could improve on?

- This is an area that can go both ways.
  - Employee seeks feedback from manager
  - Manager seeks feedback from employee

- A simple technique is to use the 5 word review
  - 5 words that describe the performance over the previous time period
  - 2-3 positive; 2-3 negative
  - Discuss the meaning behind the words chosen

# Performance Excellence Planning – Increase your burstiness!

Most remote teams work best when they are 'bursty' - switching between solo work and periods where everyone is aligning and exchanging information at the same time, including what they got done and what they are stuck on.

What's your balance of 'bursty' work?

# Development Planning

- Sense of being stuck in career – life is a little stuck – may be more important

- What online options might be available to compliment development

- Increased involvement in new initiatives

# **Templates and Guides**

https://coronavirus.monashhealth.org/employees/give-me-five/

Guides (for managers and employees)

- Discussion guide
- Coaching and Development guide
- Performance Excellence Plan guide