



A Quick Guide to Leading PDR Conversations

Before the Meeting

Check in with your reviewee in advance so you're both clear what the PDR discussion will cover.

- You might agree to have a single discussion or two shorter meetings – one looking back over the past year, and one planning for the next.
- You could give them a couple of questions to think about ahead of the meeting, such as 'What do you see as your biggest achievements over the last year?' or 'What ideas do you have about your development over the coming year?'.
- Consider any feedback you might like to share and the best ways of doing this.
- Choose some open questions to ask during the meeting which will help to promote reflective thinking, insight and a two-way discussion. There's a range of examples below.

During the Meeting

Looking back

The purpose of this part of the discussion is to:

- Consider wellbeing
- Recognise achievements over the course of the past year
- Share feedback

Things to consider:

This is an opportunity to review the last year, particularly in relation to work and personal development. Which areas of work would you like to focus on with the reviewee? What feedback would you like to share?

To start the conversation and check in on wellbeing

- **What has gone well for you this year?**
- **What have you enjoyed the most this year?**
- **What's been most challenging?** What did you do to deal with these challenges? What were the outcomes?
- **What do you do to manage wellbeing at work?**
- **What's impacted your wellbeing over the past 12 months?** What things have helped you stay well? What do you need to do differently? What else do you need to do? What support do you need from me/others to enable you to do that?
- (For new starters) **How are you settling into the role?**

Talking about performance in relation to objectives

- **What area of work would you like to discuss first?**

- Tell me about the _____ project you worked on.
- What did you do that worked well?
- What didn't work as well as you'd hoped? What happened?
- What feedback have you had? How have you made use of that feedback?
- What would you like to improve?
- What could be holding you back?

To discuss links between the LBU values and their work

- Do you have a clear sense of our values?
- Have you used any of the values when planning *how* to undertake a piece of work or an activity? If so, which ones and how did that help?
- Which of our values do you connect with most and why? Where could you use that thinking in connection with a piece of work?
- Tell me about any aspect of your work where you've demonstrated one or more of our values.

To reflect on recent development activities

- What development have you undertaken this year? How has it supported your current work or future aspirations?

Looking forward

The purpose of this part of the discussion is to:

- Set objectives or goals linked to strategic priorities
- Identify development needs
- Engage in a conversation about career development

Things to consider:

The outcome of this part of the discussion will be an agreed set of objectives connected to current and future team/service or school aims. What are your team/service/school priorities for next year? How does the work of the reviewee link to these?

To start the conversation

- What do you see your main areas of work being for next year?
- What are you looking forward to?
- What new areas of work might you be interested in?
- Which aspects of your role would you like to do more of?
- What do you want to achieve? What's important about this?
- What do you think are likely to be your biggest challenges over the next 12 months?

To ensure objectives are clear and purposeful

- **Specific:** What exactly are you seeking to achieve?
- **Measurable:** How will you track your progress? How will you know the outputs meet expectations?

- **Attainable:** Do you have the opportunity, experience, knowledge and resources to fulfil this goal?
- **Relevant:** How does this objective connect to what we're trying to achieve as a team/school/service? What will be the impact if it is done or not done?
- **Time-bound:** When does it need to be done by? What are the key milestones? How can you balance pragmatism with ambition? How does it fit with other objectives?

To explore potential objective links to the LBU values

- **How can we use the values to improve how we do things?** How can they make outcomes or engagement more successful?
- **How could our team demonstrate the value of _____ more effectively?**
- **What value(s) would it help to connect with more as a team/individual?**

To consider development opportunities

- **What do you want to do more of/start doing that will either help you in this job or support your journey to your next role?**
- **What gaps do you have in your skills or knowledge?** How could you address these gaps? What support do you need?
- **What have you done in the past that has helped you develop your skills?** How might this approach work for you now?
- **What else could you do to support your development that you haven't tried yet?** Which sources of information do you use to find out about development activities? Which other new avenues could you explore?

To explore their thinking around their career

- **What are the top 5 things that you would like to do in a job role?**
- **If you could have any job in our service/school/at LBU (and beyond!), what would it be?**
- **What could be holding you back from progressing in your career?** What assumptions might you be making? What steps could you take to help you move forward?
- **Who do you know who can offer advice on how you can develop your role or explore other possibilities?**

Continuing the conversation...

1. **One-to-one discussions:** Check in on progress and discuss agreed areas of work during regular one-to-one updates.
2. **Reviewing objectives:** Agree when you'll review objectives and update them, if needed.
3. **Development:** Be open to discussing development activities that will support individuals to meet objectives.

For further information, please go to the [PDR Webpage](#) and [PDR Reviewer Guidance](#).