



LEEDS
BECKETT
UNIVERSITY

EXAMPLE QUESTIONS FOR PDR DISCUSSIONS

Taking a coaching approach will enable you to encourage the colleagues you line manage to learn for themselves by promoting their self-confidence and self-motivation. Your PDR conversations will be based on mutual respect and trust and allow you to work together to shape meaningful goals.

Listening actively to understand, summarising to check your understanding and asking open questions are all tried and tested coaching techniques. The example questions below are designed to promote reflective thinking, insight and a pro-active approach on the reviewee's part.

All the questions are simply suggestions. It is entirely up to you which questions you use and how you adapt them to suit your particular style.



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1. INDIVIDUAL AND WELLBEING

- How are things going for you at the moment?
- How are you supporting your own physical and mental wellbeing?
- How might I and others in the team be able to support you more?
- Are you taking regular breaks and annual leave?
- Are you aware of internal sources of support (e.g. EAP, Wellness Action Plans, coaching, mentoring, DSE assessment etc)?
- What would you like to take away from this discussion?
- When we finish today, what outcomes would you like to go away with?
- What would make today's discussion a success for you?
- What would need to happen for you to walk away feeling that this time was well spent?

2. ACHIEVEMENT AND FEEDBACK

To get a sense of how engaged the reviewee is feeling in their role:

- What have you enjoyed most at work?
- What interests you about your work, and why?
- What do you value most about working in this role?
- Which aspect(s) of your role have you enjoyed most? How has this affected your feelings about work?
- What has gone well for you recently at work?
- Where do you invest most of your energy at work?
- What is most important to you about your work?
- What are you like when you are at your best at work?
- What specific strengths do you bring to your role?
- Which of your strengths would you like to use more?
- What does a good day at work look like for you?

To get a sense of what they see as their biggest challenges:

- When have you been most frustrated with or discouraged by your work? What did you find helpful in managing this?
- Which aspect(s) of your role have you enjoyed least? How has this affected your feelings about your role generally?
- What does a frustrating or unsatisfying day at work look like for you?
- What, if anything, have you found confusing or unclear about your role? What did you find helpful in managing this?
- What significant challenges have you faced at work? What did you do to deal with these challenges? What were the outcomes? What more might you need to do?
- What or who held you back from achieving more? What can you change about this for the next 12 months?

To discuss their performance:

- Tell me about a recent situation you wish you'd handled differently. What would you change?
- How do you react when you make a mistake? What could you do differently?
- In which aspects of your work are you least confident and comfortable?
- Which aspects of your work (if any) do you shy away from?
- What's an area of your work you'd like to improve?
- How do you feel about feedback - giving it or receiving it?
- What is holding you back from doing your job to the very highest standard?
- What aspect of your job would you like more help with? What type of help would be most useful?

To check in on how they responded to a change at work:

- How are you feeling about the recent change(s)? What's your biggest concern?
- What's going well and not so well with the new situation / development? Why do you think this might be happening?
- What concerns do you have about the change(s) that haven't been addressed?
- Do you have a clear understanding of the new goals and expectations? What makes you say that?
- What can you do which will help you adapt successfully to the change(s) as we go forward?

3. OUTPUTS AND OBJECTIVES

To find out how they are viewing the next 12 months:

- What are you looking forward to in the year ahead? Why is this?
- Which aspects of your role would you like to do more of? What can you do to make this happen?
- What is your biggest priority at work currently? How likely is it that it will continue to be the biggest priority?
- What are your biggest concerns about your current role or areas of work?
- What do you think are likely to be your biggest challenges over the next 12 months?
- How clear are you about how your role fits into the work of the team?
- What do you need from others to be at your best?
- Who are the people who help, support or mentor you at work?
- What additional resources do you need to do your work well?

To explore possible goals and objectives

- If you could change one thing about your current role, what would it be?
- What's one thing that could make your work more satisfying? Why is this?
- What are the main differences between how you see your role now and how you would like it to be?
- If things could be exactly right for you, how would they have to change?
- What do you want to achieve? What's important about this?
- How does this link to what the team / school / service needs to achieve?
- What would you like to become known for?
- What would be a good outcome of the next 12 months for you?
- In a year's time, what would you like to be telling me about this?
- What would be the benefits once you accomplish this goal - for you, your team, customers, students etc?
- What would happen if you don't achieve your goal?
- How much control do you have over your goal?

To identify actions:

- What options can you think of which would enable you to accomplish this goal?
- Of all the options or approaches, what is your instinct about the best one?
- If you chose this approach what sort of things would you see happening if it was the best choice?
- What resources can help you?
- What obstacles might you come across? How could you deal with them?
- If your main obstacle didn't exist, what would the situation look like?
- What would be a milestone on the way?
- How will you get feedback on the way?
- What is the first step you need to do?
- What will it take to get moving towards your goal?
- What is one step you could take right now that would indicate you were moving forward?
- What do you need from me?
- On a scale of 1 – 10, how confident are you that you can achieve your goal in the given timeframe?

4. CAREER AND DEVELOPMENT

- In what ways does your current position allow you to use your skills and talents?
- How does your job suit your personality?
- What are the top 5 things that you would like to do in a job role?
- Describe your ideal job. How does it differ from what you are doing now?
- In which other roles could you see yourself? Which areas would you like to explore?
- What gaps do you have in your skills to achieve your ideal job? How could you fill these gaps?
- What have you done in the past that has helped you develop your skills? How might this approach work for you now?
- Who is your work role model? What is it about them that you admire?
- Who do you know who can offer advice on how you can develop your role or explore other possibilities?
- Who has some expert knowledge who might be able to give you direction?
- Have you taken part in any development activity recently? What did you learn or take away from it? If you didn't feel any benefit, what would have made it more useful for you?
- What else could you do that you haven't tried yet?
- What could I be doing to help you develop in your career?
- Imagine a time in the future when you have succeeded in achieving one of your development goals. Looking back, describe the steps you took which got you there.