Performance Propeller

Tips for Upline Leader Meeting

The Performance Propeller is a living document that serves participants in making their 24-week Pathways experience relevant and actionable. To multiply the value of this Propeller and the Pathways Process overall, it is highly recommended that Pathways participants meet with their direct upline leader to discuss and get aligned on their Performance Propeller, at least once during the 24-week process. Upline leader input and support can propel a Pathways participant's performance in the areas most important to them. Consider this is an opportunity to activate the potential that exists in each person and in the partnership, enjoy!

Considerations

- There is significant value when the meeting occurs within the first three weeks following the start of the Pathways to Leadership® Process.
- Best efforts are made to inform upline leaders of the opportunity to contribute to the Performance Propellers of their team members who are in the Pathways Process. Keep in mind not all managers may be expecting the meeting nor be aware of the intention.
- Some upline leaders have several team members in the Pathways Process which can impact availability. Collaborating with everyone involved will serve to assure everyone has an opportunity to have a Performance Propeller meeting.
- For additional perspective, please consider adding information to the Performance Propeller from a current performance review or a 360 Degree Assessment as well as from peers.
- Comfort level and confidence may vary for all of those involved with the suggested Performance Propeller review meeting. Consider remembering that everyone is striving for the same…the best outcome for all involved. Keeping this top of mind can influence how people engage with one another.
- Sharing and asking what is most important to you and why that is important, can serve to create alignment and build confidence in the experience.

Prepare in Advance

In preparation for the meeting here are a few points to consider and prepare in advance (Using the High Performance Strategy – formerly known as the Communication Spiral):

- Model: Be aware of your thoughts, perceptions, judgments (also known as belief systems) about the person you are about to meet and about the partnership and about the meeting itself. Your belief system will influence the experience.
- Model: Assure your behaviors are modeling what you expect of others and align your words to be congruent with what you believe about others or the situation.
- Message: Identify what is most important to you for the content of the meeting; for how you both engage in the meeting; and the outcome of the meeting. Prepare to articulate what is most important to you and why it is important. Ask each other what is important and why.

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- Co-Discover: Ask each other questions that cover all four of these categories and you are assured a satisfying meeting:
    - Vision – what is your vision; what is important to you?
    - Motivation – why is that important to you?
    - Execution – how will this happen, share your ideas?
    - Accountability – who will do what and by when?
- Listen intently to one another and assure you comprehend what is being spoken.
- Focus on what is most important; elevate results by sharing how much you believe in what is possible; and share examples of what is already going well and on target.

During the Meeting – the Pathways Participant

During the meeting, review the questions on the Performance Propeller. Here are some additional questions Pathways Participant may ask their upline leader:

- In terms of all the priorities for my position now, from your perspective, what are my top three priorities and why?
- What aspects of my performance are you most pleased with and why? What can I do more of or differently to sustain your confidence in me?
- What ideas do you have for me to add even more value to our team (or this project or the organization)?
- Where in our organization do you envision me contributing that I am not already? What difference will that make to the organization?
- What went well during this conversation that we'd like to replicate in the future?

During the Meeting – the Upline Leader

In addition to reviewing the questions on the Performance Propeller, here are some questions upline leaders may ask their direct report, the Pathways Participant:

- As a manager, what am I doing well in my leadership that makes a difference for you?
- What can I do more of, better or different to support you? What difference will that make?

During the Meeting – Take the Conversation Further

Questions to explore together that can take the conversation further:

- What roles do you anticipate me fulfilling in the next 1-2 years?
- What work do you anticipate me leading or contributing to in the next 1-2 years?
- What is your vision for the team? What role do I play in that vision?
- What opportunities do you see for me to share my strengths even more?
- What has worked well in our partnership in the last few months?

Meeting Closer

Consider closing the meeting with a question such as: What are the inherent benefits of this meeting to each of us and to the organization?

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