The Kitbag

Welcome to Exceptional 121's

We will be starting the course shortly

While we wait for everyone to join can you please do the following:

- **Please turn your video on** (if appropriate)
  - *Being able to see each other makes the discussions a lot easier for everyone*
- **Please mute your microphone when you aren't speaking**
  - *This helps to avoid any background noise*
- **Remove any distractions! Close your emails and any other programmes, put the phone on silent**
  - *Really? You need a reason? OK…*
  - *The more you can focus and learn from the course, the more it will benefit you in your next 121*
- **Think about the following question and please put your answer in the chat box**

How do you feel about conducting 121s?

WILLMOTT DIXON
SINCE 1852

The Learning Team

The Kitbag

Module 3

Exceptional 121's

WILLMOTT DIXON
SINCE 1852

The Learning Team

Exceptional 121’s

How do you feel about 121’s?

The Kitbag

A 15-month programme for new and upcoming Leaders with responsibility for direct and non-direct teams

Module 3: Exceptional 121's

Develop the confidence and skills to hold meaningful 121 conversations to motivate and empower your team to achieve more

Getting ready

Personal Profile Analysis
Identify strengths and development areas

Setting objectives

Engaging my line manager

Module 1

Face-to-face
2 days

Confident communication

Role of the leader

Everyday coaching

Effective collaboration

Resilience for results
Grahame Robb Associates

Introduction to peer coaching

Learning into action

Module 2

Virtual
90 minutes

Leading a remote team

Learning into action

Module 3

Virtual
90 minutes

Exceptional 121s

Peer coaching

Module 4

Virtual
90 minutes

Building great teams
WD Recruitment Team

Learning into action

Module 5

Virtual
90 minutes

Direction and delegation

Peer coaching

Module 6

Virtual
90 minutes

The mind of the leader

Learning into action

Module 7

Virtual
90 minutes

Leading through change
Dr Rachel Morris

Peer coaching

Module 8

Face-to-face
2 days

Serve to lead

The empowering leader

Building trust

Recognition and motivation

Feedback culture

Peer coaching review

Learning into action

Keeping up the momentum

Reflections

360 feedback
Further your self-awareness and identify development areas

Post-course objectives

Optional Strategy course

On-demand resources via MyLearning

The Kitbag Community

Tailored and on-demand resources and opportunities to learn from each other throughout the programme

Exceptional 121's

What are we going to cover?

- Why are 121's important?
- Preparation
- The conversation
  - Listening skills
  - Questioning skills
- Dealing with challenges
- Practice makes permanent
- Next Steps

Exceptional 121's

The importance of 121s

What does a great 121 look like?

What does a bad 121 look like?

What will the conversation be like?
How will the line manager be behaving?
How will the line report feel?

Exceptional 121's

Preparation

How do you get ready for a 121?

How will you start the conversation?

Exceptional 121's

Scaling

Focus on what they are doing well to build confidence and identify how to improve

Where are you now on a scale of 1-10?

Why have you given yourself that score?

What would it take to score yourself one point higher?

What does 10 out of 10 look like?

Exceptional 121's

The Prep - Top tips

Focus on the person, not the task

Get yourself 'in the zone'

Using silence

Remove distractions

WILLMOTT DIXON
SINCE 1852

The Learning Team

Exceptional 121's

The conversation

Exceptional 121's

Having a great conversation

1. Don't multi-task
2. Don't pontificate
3. Use open questions
4. Go with the flow
5. If you don't know, say so
6. Don't equate your experience with theirs.
7. Try not to repeat yourself
8. Don't do the detail
9. Listen!
10. Be interested

WILLMOTT DIXON
SINCE 1852

The Learning Team

Exceptional 121's

Start by listening

*"Most people do not **listen** with the intent to understand; they **listen** with the intent to reply."*

Stephen Covey
The 7 Habits of Highly Effective People

Exceptional 121's

Powerful open questions

T	Tell me..	P	precisely	Who What Why Where Which When How
E	Explain..	I	in detail	
D	Describe..	E	exactly	

Exceptional 121's

Question funnel

Identify

Ask open questions to identify the key issue.

Understand

Ask probing and scaling questions to investigate and clarify the problem in their own mind.

Confirm

Summarise with a statement and then use closed questions to confirm your understanding.

Action Plan

Use open questions to explore the solution. Make sure that the other person comes up with the solution! Only give suggestions if they're stuck.

Close

Summarise the next steps, and use a closed question to ask if your help is required.

Exceptional 121's

Challenges

Common challenges makes 12

They don't want to develop

Getting time together is hard

I know the conversation will be a hard one.

What if there is a personal issue? I don't feel equipped to deal with these.

I know my team! They know they can talk to me everyday. Why ruin it by formalise it?

It's hard to get the conversation going with some of my team.

Exceptional 121's

Challenging reactions

- Denial
- Fake acceptance
- Passing the buck

What could you do when it happens?

Exceptional 121's

Practice time

Exceptional 121's

My 121 Challenge

Who will you be speaking to? (this can be a fake name if you want the person to remain anonymous)	
How are they currently performing?	
What happy score (1-10) are they likely to give?	
What will make the conversation challenging?	
How is the person likely to respond in your conversation?	
Describe the character you're speaking to in three words	
Please leave the question below and you will be asked to complete it during the course	
What are your 3 powerful open questions to drive the conversation?	1. 2. 3.

Exceptional 121's

Playing the 'line report'

- Answer each question as best as you can in character
- Be challenging!
- You are there to help your colleague practice and learn

Exceptional 121's

Feedback

"We all need people who will give us feedback. That's how we improve"

Bill Gates

Feedback is sharing information designed to reinforce or change behaviour and should always be delivered with the mind-set of **helping the other person.**

Exceptional 121's

Next steps

What will you do differently at your next 121?

WILLMOTT DIXON
SINCE 1852

The Learning Team

Next steps

Learning on-demand

Build the skills you need when you need them

Learning happens every day

Keep up the momentum and carry on learning **anytime, anyplace** and **anywhere** with the hundreds of resources available on MyLearning

The Learning Team

What did you learn today?

WILLMOTT DIXON
SINCE 1852

The Learning Team

Exceptional 121's

Peer Coaching

2 mins

'My 121 challenge'

+

8 mins

Ask questions, share knowledge and discuss ideas

"We are what we repeatedly do. Excellence, then, is not an act but a habit."

Will Durrant

The Kitbag

What’s next?

The Kitbag

Module 4

Building great teams

WILLMOTT DIXON
SINCE 1852

The Learning Team

"In any given moment we have two options: to step forward into growth or to step back into safety."

-Abraham Maslow