Note to Leader: This document is intended to be used by Leaders for reference only – not to be distributed as a handout. You are welcome to quote parts of this document when they are contextually relevant.

Instructing - *To tell somebody to do something, especially with authority or as an order. Orientation of the conversation in regard to interest and direction - 100% Manager, 0% Employee.*

When instructing as a Line Manager, we have a clear idea of how something needs to be done. There is little or no room for deviation from that method. This method of interaction is very much in service of the Business/Managers needs. Whilst there are many situations in which instructing is needed, there are also many where in doing it we stifle or suppress the person being instructed. Instruction gives no room for discussion, feedback or creative thought, in many cases it kills off any possible creativity.

Giving advice – *Giving: to impart or convey something such as information, opinions or advice to somebody.* ***Advice:*** *somebody's opinion about what another person should do. Orientation of the conversation in regard to interest and direction - 90% Manager, 10% Employee.*

Giving advice is only slightly different from instructing, in fact sometimes we will instruct under the guise of giving advice. In truth giving advice is only really giving advice when there is some room for choice. Even when there is room for choice, the advice still provides the staring point that needs to be proven wrong, or argued against, before another course of action can be taken or agreed upon. Whilst giving advice does create some room for the Employee to make a choice it is small. However, there are situations where it is appropriate.

Offering guidance – *Offering: to attempt to give somebody something that may be taken or refused, usually something desirable.* ***Guidance:*** *to advise or counsel somebody, or influence the way somebody behaves or acts. Orientation of the conversation in regard to interest and direction - 80% Manager, 20% Employee.*

The next step down in tell from giving is offering, rather than giving something that needs to be considered and dealt with no matter what, offering creates more room for choice. As a Line Manager, when we offer advice we are willing to consider that there may be better ways forward that we can't see. The fundamental premise when offering guidance is that your experience is more valuable than that of the person you are making the offer too.

Making suggestions – ***Making:*** *to say or deliver a statement or speech.* ***Suggestions:*** *an idea or proposal put forward for consideration. Orientation of the conversation in regard to interest and direction - 70% Manager, 30% Employee.*

In making suggestions you are now putting things forward for strong consideration. The emphasis in the conversation is still somewhat focused around your ideas, but there is an agreement that they are not the ideas of choice. The sense of direction is still coming mainly from you, and is driven by your interest/response to a given issue or situation.

Giving feedback – ***Giving:*** *to impart or convey something such as information, opinions or advice to somebody.* ***Feedback:*** *comments in the form of opinions and reactions to something, intended to provide useful information for future decisions and development. Orientation of the conversation in regard to interest and direction - 60% Manager, 40% Employee.*

When giving feedback as a Line Manager you are making observations that you see as valuable for your direct report to hear. The feedback you are giving is based primarily on your interest as a Line Manager, and is informed by your experience, thinking and understanding as a Manager on what good would look like with regard to the area or task in question.

Asking questions that raise awareness – ***Asking Questions:*** *to communicate with somebody in order to get information to be discussed.* ***Raise:*** *to increase something in degree, strength, or pitch.* ***Awareness:*** *knowing that something exists because you notice it or realise that it is happening. Orientation of the conversation in regard to interest and direction - 50% Manager, 50% Employee.*

The questions you aske come from your interest and knowledge of the task in hand, but there is now a desire to hear more of the Employee's thinking on the road ahead. With this method you are now looking to create real ownership and thinking on the side of the Employee. To do this you are use your experience and knowledge to provoke thinking. Also, with this method you will also ask questions that come from the conversation versus your thinking on what needs to happen.

Summarising – *to give a much shortened version of something that has been said or written, only stating its main points. Orientation of the conversation in regard to interest and direction - 40% Manager, 60% Employee.*

Summarising is the skill of taking what you hear and filtering it through your understanding, then giving that combined thinking back to the Employee for them to digest and reflect upon. This is the first conversation that is now biased towards the thinking of the Employee vs. yours as a Manager. You may also include the expressions of your own experience when you have dealt with the same stuff. In expressing this experience you own it as your experience.

Paraphrasing – *to restate something using other words, especially in order to make it simpler or shorter. Orientation of the conversation in regard to interest and direction - 30% Manager, 70% Employee.*

This skill is one of not adding any of your own views and thinking or even understanding when handing back to the Employee what you heard. The emphasis in this conversation is way more on the side of the Employee; you are looking to support the Employee in doing the thinking by giving them back what they said so they can examine it from a distance. You may add to this what your experience is of them talking, but this is fully owned as you experience of what they are saying.

Reflecting – *to redirect something that strikes a surface, especially light, sound, or heat, usually back toward its point of origin. Orientation of the conversation in regard to interest and direction - 20% Manager, 80% Employee.*

When you reflect you are simply giving back to the person talking exactly what they said with nothing added or taking away; the intention here is to recreate the person.

Listening to understand – ***Listening:*** *to pay attention to something, to concentrate on hearing somebody.* ***Understand:*** *to recognise somebody's character or somebody's situation, especially in a sympathetic, tolerant, or empathetic way. Orientation of the conversation in regard to interest and direction - 10% Manager, 90% Employee.*

At this point you are simply listening to the person and clarifying anything you don't understand so that you do understand. The job here is to simply appreciate and understand what is being said and for the person talking to experience you doing that.