



Colleague name:

Line manager name:

Date:

What does **the difference I make** really mean?



It's *what you do*: your key achievements that contribute to your team, the business and our customers.



It's *how you do it*: the way you go about delivering those achievements in line with our values.



It's *how we work better together*: the difference you make to and through others; sharing knowledge, building on ideas and contributing to their growth and success.

LOOKING BACK

Reflecting on your objectives and the personal development you have undertaken, what is the difference you've made?



- Think about the difference you have made in terms of the business impact, what are the tangible outputs?
- What did you do that enabled this to happen?
- Think about where things haven't gone so well and if you had to do it again what would you do differently and why would that have made a difference?
- Thinking about "how we work better together" how have you supported colleagues to achieve their goals?

LOOKING FORWARD

What will you do going forward to make a bigger difference?



- Think about the objectives you will be delivering in the next few months, what difference will they deliver?
- Thinking about the things that could have gone better, how will you improve them / what will you do differently going forward?
- What's going to be a difficult / stretching element – how are you going to approach this, do you need some additional coaching / support to deliver this?
- Who will you need to work with?

DRIVING MY DEVELOPMENT

What personal development will you undertake to enable the delivery of your objectives and support any career aspirations?



- Reflecting on the discussions above, what areas of personal development will you focus on in the next few months that will unlock your future performance?
- What are you actually going to do to turn your development plan into tangible actions? i.e.
- What support will you need?
- By when?

IN A NUTSHELL...

What are the key takeaways from your conversation?



- We want you to have a rich conversation focused on your performance and how you can make an even bigger difference going forward. This space is about capturing, succinctly, the key points of that discussion so you can reflect and act on them.
- So we've added this 'in a nutshell' box to summarise the key takeaways from the conversation. You and your line manager need to agree on a succinct, unambiguous and agreed statement which captures the essence of the conversation. It's especially important to be clear about what needs to be improved, not just what went well.