



Tips for Managers

Supporting your people to thrive and reach their potential through regular kōrero and performance plans underpinned by INZ Success Measures

As Managers we have a responsibility to set clear expectations and provide coaching and feedback to drive a high-performance culture, both for what our team achieves and how they go about.

We do this through three key types of conversations.

- 1. Providing constructive feedback and recognising performance in our everyday conversations**
- 2. Regular check in's** (at least monthly) to.
 - ✓ See how our people are tracking in their role, including contribution, capability, and behaviour to provide a real-time view of performance and development.
 - ✓ Identify development opportunities (either to address gaps or build capability)
 - ✓ Identify and address barriers to good performance
- 3. Conversations to develop Performance and development Plans** in Perform@MBIE which capture our team members' objectives, development goals, career aspirations and how they are going to demonstrate our values.

Success measures as performance objectives

Success measures provide clarity of the areas each role needs to perform well in to succeed. To ensure we are moving in the right direction and have a shared understanding of where we put our focus, we use the success measures to guide our performance discussions.

There are five success measures for each role, differentiated for senior level of that role. Conversations should cover all the five measures. These objectives set out “what” you’ll do to succeed, the next step is working out “how” you will succeed. This will be your development plan.

Success measures drive high performance teams

Success measures help us drive high performance by making sure we are working in the same direction, we covering what's needed and we are aligned with strategic priorities. We should use success measures in team discussions to focus our priorities and make sure we are channelling our energy into the things that matter.

Success measures supporting career development conversations

The success measures set out what's needed to move to a more senior role. Conversations about career aspirations, and career pathways, can be supported by the measures. If someone is interested in being a senior, you can articulate what they need to focus on, and what they should start gathering evidence around. this will help them be prepared for CAPP, it will also help you and your team member create a development plan that will support their career aspirations.

Provisional Success Measures

The INZ Success Measures Framework provides a mechanism for operational leaders to set success measures within their team. This improves transparency for staff and people leaders on **what success looks like for certain roles within INZ**

Provisional Success measures have now been developed for the following INZ roles. The measures and descriptors are available here [Success Measures Collateral](#) and in the perform@mbie objectives library when setting up performance plans for;

- Senior/ Support Officer
- Senior / Privacy Officer
- Senior / Business Immigration Specialist
- SIO / Immigration Officer
- Senior Technical Advisor/TA
- Senior/ Border Officers
- Senior / Verification Officer
- Senior / Risk Analyst

Tips on... effective constructive feedback

Feedback is a gift – even if it doesn't always feel like it at the time. It is important to improving our performance. Most people would prefer to get more feedback than they get – particularly if it is constructive. We need to use feedback for: peer reviewing, performance reviews, to give credit or praise where it is due, to deal with problems quickly (but not necessarily immediately).

Prepare: Remember that you get out what you put in. The more you prepare for discussions, the more positive the outcome for both parties. Know what you want to discuss. For example, prepare for a performance discussion;

- What did you last discuss?
- What did you agree?
- What have you achieved since? (for the team member)
- What have you observed of this person? (for the manager)
- What feedback have you received from others?
- What do you hope to achieve from this conversation?

Five skills/tools that can really help you give better feedback:

- **Active listening** means really trying to understand where the other person is coming from and why they have acted that way. It takes enormous concentration. It also involves non-verbal communication; are you making appropriate eye contact, is your body position showing attention or distraction. Are you encouraging them with “go on...” or “I'm listening”? Limit your questions and allow them to fill silences. Reflect your understanding of what they are saying and what they are feeling (see paraphrasing).

Listening for cues (and if possible, think about these before the conversation) that are not about content but tell you: whether the other person is talking from emotion or reason; signals about when to respond and interact; when they are flashing their ego or being ego-defensive

- **Paraphrasing** means reflecting back what you have just heard. It is an important tool for checking that you have understood them, and it demonstrates to them that you are listening to what they say. We often focus on content, but sometimes it is important to reflect emotions, particularly in a difficult situation. You will be surprised at how useful this is.
- **Open questions** are a way of opening up a conversation. They allow the responder to decide the structure. “What do you think about this paper?” is an open question, “Have you read the paper?” is a closed question. Open questions can be vague, difficult to phrase properly, and will encourage the other person to go on talking – but are very useful in situation where you want to gather information or coach someone to think about something differently.
- **Situation-behaviour-impact** is a way of discussing a particular event. Describe the situation quite specifically; it should be a defined incident or event rather than a general comment. It should be factual and sets the context. Describe the behaviour that you observed and how you saw it. Do not judge their intentions – stick to the behaviour that you saw. Talk about the impact that it had on you or the team. It is important that you describe the impact from your point of view because it takes some of the emotion

Partnering for performance in hybrid/flexible work environments

Shared understanding of performance outcomes are critical to successful flexible work environments where there is less visibility of “how” someone performs, and more on the “outcomes” of our work. To achieve this it's important you are your team member partner for performance by;

- **Setting effective goals** on projects and tasks so both you and your team member know what the final product should look like
- **Setting effective performance metrics** with team members so both you and your team member are clear about work outcomes and how results will be evaluated.
- **Sourcing feedback from multiple sources** to gain a full picture of performance to see how team members collaborate and impact their networks
- **Having regular performance kōrero** to review current work and goal accomplishment, address barriers and document performance.

Be aware of bias and how to mitigate it

We all have bias, performance and development conversations is a critical time we need to be aware of bias and what tools we can use to mitigate this and harnessing this value of the diversity of our people. Refresh your awareness of bias with this [10minute online module](#),

Also ask yourself;

- ☹ Am I valuing the work of team members who may have less visibility over those who are in a different city, work part time hours or work from home?
- ☹ Could we be overlooking the great contributions of quieter achievers?
- ☹ Are we attributing more success to leaders than to the people in their teams?
- ☹ Am I valuing the work of team members who are more comfortable promoting themselves?

Kohinga Kōrero / Conversations that matter

Quality Kōrero and coaching conversations is a skill that continuously needs developing. Kohinga Kōrero / Conversations that matter is a workshop for all MBIE managers, no matter how experienced you are.

If you haven't already, [book yourself on this learn@mbie workshop](#)