

Developmental Conversations

4D Goal Setting – An illustrative example

Demonstrate UCL Ways of Working

This goal is designed to help us improve how we go about our work, how we deliver the organisation’s strategic objectives, how we go about discovering our potential, how we go about deferring/discontinuing a specific lower value, resource intensive task/project. UCL has introduced a Ways of Working framework with useful guidance for us to reference when setting Demonstrate goals <https://www.ucl.ac.uk/human-resources/policies-advice/ways-working>

Goal x1	<p>Personal Effectiveness: Show a more active commitment to inclusion, diversity and (inter)cultural sensitivity in my management team to improve our performance.</p> <p>Follow-up questions to make this more purposeful:</p> <ul style="list-style-type: none"> • What do you want to achieve that will be different this year? • What would success really look like for you? • When do you expect this to be fully achieved?
Reality	<p>I have 6 direct reports in my management team. We have a 50:50 gender mix, but apart from that we are all white, have similar backgrounds and are all extraverted and quite creative. In management team meetings, people often interrupt one another and can get quite protective over their ideas as well as areas of responsibility. As a result, the team overall is not collaborating as effectively as they should and I have come across some silo behaviour between their direct reports. This behaviour is impacting our performance and we are not being as efficient as we could be.</p> <p>Follow-up questions to make this more purposeful:</p> <ul style="list-style-type: none"> • When you have observed healthier collaboration, what has helped? • What aren’t you doing that you could be doing?
Options	<p>I’d like to look at succession planning to achieve more diversity in my management team representation in terms of ethnicity but in thinking styles as well. There needs to be a better appreciation for what each other’s team is doing, and I’d like to explore the option of introducing job rotations between the management team’s direct reports. I think I could improve how I structure our team meetings with a more purposeful agenda and more assertive facilitation. Perhaps I could diversify the tasks each of us takes on for the benefit of the wider team. Perhaps I could invite more diverse members of the broader team to come into our meetings to improve their visibility and connection to us.</p> <p>Follow-up questions to make this more empowering:</p> <ul style="list-style-type: none"> • Of these ideas, which one would get the best result? • Have you tried anything like this before?
Way forward	<p>In my next management team meeting, I’m going to dedicate a session on Ways of Working with a short pre-meeting survey so we can have an inclusive conversation for how we can work together more effectively and discuss these options together.</p> <p>Follow-up questions to make this more empowering:</p> <ul style="list-style-type: none"> • What could I/we do to support you? • How (and when) might we evaluate if this is the right way forward?