

## **Dialog with subordinate managers – questions for discussion**

### **1. Duties/responsibility/authority**

- discuss how you both perceive the duties
- clarity/vagueness
- how well does authority correspond to responsibility and the duties, (is written delegation in place)?
- what responsibility do you have or have the opportunity to take for your employees' work environment, health and equal conditions?
- how can various roles be consolidated (for example leadership role, supervisor role, clinical role, research/education)?

### **2. Objectives and expected results**

- objectives for the organisation
- areas that need to be developed/phased out
- are there enough resources or do new resources need to be created?
- expected results for the operational period/year – what should be achieved
- activities and individual tasks/duties for achieving the operational objectives
- challenges and risks in the long term

### **3. Conditions for achieving expected results**

This includes expertise within strategic, operative and personal leadership.

- to achieve our goals and create a successful organisation with a positive working climate in the long term, which competencies do you need to reinforce/develop? (for example staff management, communication, cooperation/comprehensive view, health; see below)
- experience of physical, organisational and social work environment – how does it work?
- what type of support do you have/need in your leadership role?

#### *Management (examples)*

- how do you lead your unit/group? what could be improved/developed/phased out?
  - management – control (goal/planning/follow-up), development discussions, salary setting, workplace meetings, etc.)
  - commitment, involvement and trust in the group
  - skills provision
  - utilising talents and differences
  - working climate and equal conditions (base this on KI's code of conduct)
  - physical/chemical safety
  - how do you communicate with the people in your surroundings – with higher or lower positions than yours? Do you get your message across?
  - what could be improved/developed? What are the potential obstacles?

*Cooperation/comprehensive view (examples)*

- how well does cooperation work with others both inside and outside the department or equivalent?
- how can you help develop the organisation in a larger perspective?
- my leadership – how does it work? Needs for change?

#### **4. Development**

- what is the next step in your development? Continue developing as a leader or develop in another role?
- what do you need to supplement/develop? (courses/training, special tasks, personal development)
- what does your team need? (study visits, courses, planning conferences)

#### **5. Concluding the development discussion**

Summarise the discussion by completing the individual development plan for continued development together. See [Appendix 2](#) to Performance management dialogs at KI.