



Importance of Reflection

Supporting Workbook



Building healthier teams

“By reflecting through the appraisal process, we can grow not only individually but we can grow as a team.”

– Sarah Perry, Office Manager, Trauma and Orthopaedics

Getting the most out of this workbook

- Print out this workbook to aid in your reflections
- Take a few minutes to watch the episode
- Review the actions to take throughout the workbook
- Reflect on the key phrases that stand out to you
- Think about how you can apply that to your team



Watch the Episode Again

“Appraisals are often seen as a tick box exercise.”

About this quote

Sarah talks about how appraisals can be seen by some colleagues as a bit of a tick box exercise, particularly for longer serving people.

Sarah makes a good point that whatever someone’s career situation and regardless of their level of drive for progression, it is always helpful to reflect properly on the last 12 months at work.

Key actions to take / reflect on

- Take some time to reflect on how you approach appraisals with your team
- If you don’t manage people now, think about your last appraisal. How was it?
- Reflection means looking back and identifying all the positives and the things that haven’t gone so well
- What do you want to maintain, improve, or change?

“It’s important staff feel they can be completely open about the negative because a lot of times people think ‘I can’t share that I need to just accept it move on’.”

About this quote

Sarah encourages openness in a safe environment during an appraisal. She’s an advocate for exploring things that didn’t go so well and identifying how she can help people develop. That could be maintaining something that’s going well, improving some aspects of a colleague’s performance through training, coaching, or mentoring and looking at what might need to change completely.

Key actions to take / reflect on

- Ask your team to reflect before they come to an appraisal meeting about what has gone well, and not so well in the previous 12 months
- Make sure your team knows that you will be looking for an open discussion at the appraisal
- Use ‘maintain, improve, change’ to structure your appraisal discussions

“You do as a manager think, well, ‘I don’t want to lose you’.”

About this quote

Sarah describes that feeling of developing good people who then progress outside your team. Whilst the short-term view might be that you don’t want to lose them, this can be overcome by the reward of seeing someone who you have helped develop, progress in their career.

Key actions to take / reflect on

- Be bold
- Don’t hang onto people and potentially hold them back because you don’t want to lose them
- Nurture them and watch them fly

“We all work with staff who potentially don’t perform as well as others within the department, and it can often make the appraisal process quite difficult because of difficult conversations you have to have.”

About this quote

Sarah highlights that a ‘difficult conversation’ can make an appraisal tricky. But it doesn’t have to. Sarah stresses that it’s a manager’s responsibility to help colleagues relax and be open during an appraisal conversation. She tries to be informal at all costs. These matters are not being addressed formally – that’s a different conversation and process. Appraisals are there for reflection, exploration of what’s possible and what can change.

Key actions to take / reflect on

- Not many of us like surprises, so make sure that things you reflect upon in an appraisal meeting with your team don’t come as a shock.
- An appraisal is not the first time someone should hear feedback from you.
- Our ability to have effective conversations with our team stands or falls on the strength of the relationship we have with them.
- Watch our episode ‘Effective Conversations’ and learn about, or refresh your memory about ‘The Bridge’:

<https://buildinghealthier.co.uk/episode/effective-conversations/>

“We need to take, at the moment, every little win we get. We need to take that with us. And we can’t do that if we don’t reflect on our experiences and do that journey together.”

– Sarah Perry, Office Manager, Trauma and Orthopaedics



