

Leading Without Authority

Roleplay 3 – Network Member Conversation

Person A – Feedback giver

A colleague who works for you on a project is good at their job. They produce results and deliver on time and have lots of great network connections inside and outside E+H. They are very creative and imaginative and always looking for new, innovative ways of doing things. Whilst this is generally a good thing, in many ways it doesn't always fit with the culture at E+H and for other people it can feel exhausting.

Another one of your other team members has mentioned this and how it is killing some of the team spirit. Some of the team members just want to get on and do a great job without wanting to change everything all the time.

You are meeting to give feedback on this.

You will need to use ESHI to give feedback

You don't directly manage this person – they work for you on a project and have their own line manager.

Spend a few minutes in preparation time before the roleplay thinking of what kind of **Impact** this kind of behaviour has so that you can be very clear in your **Impact** statements

Your goals for this conversation

- Practice delivering feedback using ESHI
- Gain commitment that they will change their behaviour
- Help them understand that feedback is important for learning and growth
- Discover what their behavioural preferences are