

A clear, practical route that equips leaders to prepare well, listen properly, add useful perspective and turn the conversation into action.

THE OLD EXPERIENCE

A rushed end-of-year task. A manager doing most of the talking. Difficult feedback arriving too late. A form completed and forgotten.

THE BRIDGE SHIFT

A prepared leader creates space for the employee's view, uses evidence and values fairly, agrees support and follows through.

WHY LEADERS NEED A ROUTE

Good intentions are not enough when the meeting is poorly timed, under-prepared or left without a clear next step.

- The leader may be expected to assess a whole year in one sitting.
- Without preparation, feedback becomes vague, recent or overly negative.
- A difficult point can take over the meeting if there is no structure.
- Actions can be agreed in the room but not owned afterwards.

LEADERSHIP IS NOT CONTROL

The leader's role is to create the conditions for an honest, balanced and useful conversation — not to dominate it.

THE LEADER-LED ROUTE

Preparation turns judgement into leadership.

- 01 BRIEF**
Set expectations and share materials
- 02 PREPARE**
Review evidence, context and support
- 03 LISTEN**
Let the employee speak first
- 04 ADD**
Recognise, challenge, coach and guide
- 05 AGREE**
Turn the conversation into owned action

Leader preparation: a route from briefing to the meeting.

90-minute guide: listen, explore, agree and close well.

WHAT THE LEADER CAN DO

The leader arrives prepared to listen, test assumptions, add context and help turn reflection into practical progress.

- Send the working materials and expectations in good time.
- Review evidence, role context, values and the conditions around performance.
- Let the employee share first, then add recognition, challenge and coaching.
- Agree support, owners and dates — and keep the actions alive.

LEAD THE CONVERSATION

The guide provides structure. The leader brings judgement, care, evidence and the confidence to have the real conversation.

WHAT THE LEADER HOLDS IN THE ROOM

EVIDENCE

What has happened?

CONTEXT

What conditions shaped it?

VALUES

What behaviours are visible?

CHALLENGE

What needs to change?

SUPPORT

What will make progress possible?

PREPARE WELL → LISTEN FIRST → ADD VALUE → AGREE SUPPORT → FOLLOW THROUGH

THE LEADER LEAVES WITH MORE THAN A COMPLETED FORM

A useful appraisal gives the leader a clear record of what was heard, what was agreed and what needs to happen next.

CLARITY

What matters now

RECOGNITION

What to reinforce

DEVELOPMENT

What to build next

SUPPORT

What conditions matter

OWNERSHIP

Who does what next

The leader becomes a better steward of performance, development and experience.

VALUES AS A FAIR REFERENCE

The leader maps feedback against the organisation's current values — not Bridge's values.

- Where behaviours are defined, they make recognition and challenge more specific.
- Where they are not, Bridge helps create a behavioural framework people can use.

THE REAL LEADERSHIP SHIFT

The leader is not there to deliver a verdict. They are there to make the conversation balanced, honest and useful — then carry the learning forward.

LISTEN

GUIDE

ACT