

# THRIVE

THRIVE encourages an environment at Perkins+Will that nurtures a year-round dialogue about professional goals and career development.

Through more conversations and connections we have the opportunity to build better relationships and improve employee & firm performance.

# WHAT IS THRIVE?

## THRIVE FOCUSES ON...



What I'm good at; where I need to improve



What and how I will grow and learn



Where I want to go, what I aspire to

## THE APPROACH

### Touchpoint

- 15 minute stand-up meeting
- Quick verbal feedback
- E-mail accolade
- Group meeting/coaching
- Shout-out in a team meeting
- Grab a cup of coffee

## WHAT IT LOOKS LIKE

### Check-in Conversations

- Meaningful feedback about future performance, career, and development
- 2-way conversations
- Future-focused
- Employee-driven

## FREQUENCY + TIMING

Ongoing - Depends on role and level of professional experience

Recommend 3x / year

## MY ROLE AS A PARTNER



I seek feedback and use it to become better.

I share what matters to me and what will help Perkins+Will and me in the future.

I ensure my work is worth the effort and focus on results.

## MY ROLE AS A CHAMPION



I provide insight on performance.

I help people achieve and do things in the future that they couldn't have done before.

I am consistent with who and how I provide recognition, for individuals and teams.

Learn more at [thrive.perkinswill.com](http://thrive.perkinswill.com)



## **GIVING FEEDBACK**

Feedback is a gift of perspective  
and a critical component of  
collaboration.

# HOW TO GIVE FEEDBACK

## UNBALANCED FEEDBACK

All feedback, whether it is motivational or developmental, should have a positive intent and outcome. Build trust by providing motivational feedback at least 3 times for every 1 time you provide developmental feedback.

### Motivational Feedback

highlights desirable behavior and provides motivation to continue.

### Developmental Feedback

provides incentives and examples for improving and growing.

## GIVING FEEDBACK

- 1. Don't delay.** Quick feedback, provided regularly, is more effective.
- 2. Identify the situation.** For example, "I'd like to talk to you about what happened in our staff meeting this morning."
- 3. Describe the specific observed behaviors.** Identify the characteristics or observable actions—non verbal and verbal. Continuing with the same example...

**DEVELOPMENTAL:** "You criticized Jim's idea quickly before he was able to explain it."

**MOTIVATIONAL:** "The question you asked Mike really made him think and consider new approaches. Well done."

- 4. Describe the impact on you and others.**

**DEVELOPMENTAL:** "Jim's idea may have had merit, but you didn't listen to it. I'm concerned your behavior towards him shut down any discussion, from the other folks about new ways to approach the problem."

**MOTIVATIONAL:** "Using questions effectively and listening is a hallmark of great leadership and really indicates that you are engaged."

## READ MORE

"Building a Feedback-Rich Culture"

[thrive.perkinswill.com/faq](https://thrive.perkinswill.com/faq)





## RECEIVING FEEDBACK

What am I good at;  
where do I need to improve?

# HOW TO GET FEEDBACK

Here are simple things you can do to encourage both motivational and developmental feedback from colleagues, and your Champion.

## AGREE

Part of the solution to both giving and receiving feedback is based on your relationship with others. Partners and Champions should have an explicit conversation about when, why, how feedback is given and solicited. A great place to start is having a casual conversation and discuss your “My Profile” tab on the THRIVE site.

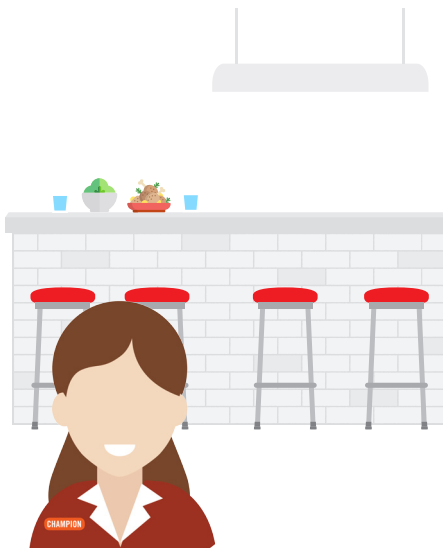
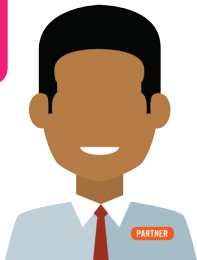
## TIPS FOR RECEIVING FEEDBACK

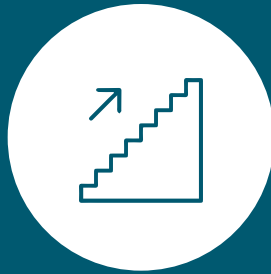
- 1. Demonstrate openness:** The feedback giver wants what's best for you. “Thanks for taking the time to discuss, I'd like to figure out how to be more effective in \_\_\_.”
- 2. Actively listen:** Acknowledge what the feedback giver has to say, reflecting back what you heard. Ask questions if something is unclear. Summarize to ensure you both heard the same thing.
- 3. Co-create a new way:** “What would you suggest as an alternative way?” Be sure to be clear when and how to undertake the new action.

Make a “journal note” of the behavior or skill change you discussed.

Look for opportunities in your daily work to apply the feedback you've received.

Follow-up with the feedback giver and discuss the results.





## CAREER

Where do I want to go?

# CAREER

Effective career discussions need both partners and champions to contribute. Here are tips on how to prepare for a career conversation.

## PARTNERS

Partners, it is your career! Use your THRIVE profile and **give thought** to the following:

**Personal mission statement** with regard to your career. To what do you aspire?

**Short-term goals.** Where do you see yourself (or want to be) in 1-3 years?

**Long-term goals.** Think about your ultimate career objective, if you know what that is. If not, that's okay too. It gives you a starting place with your Champion.

**Motivation.** What type of work inspires and excites you? What is less exciting or motivational?

## PARTNERS & CHAMPIONS

In addition to the questions above, Partners and Champions might **explore and discuss:**

**The current reality.** What challenges exist in meeting short- and long-term goals.

**Options and solutions.** What formal, on-the-job or other development will help achieve career goals. What will Partners do? What will Champions do to support?



**Don't Forget!**  
Be sure to consider recent feedback and development ideas that link career discussions.

## TO LEARN MORE

Read more on careers.





## DEVELOPMENT

What and how will I  
grow and learn?

# DEVELOPMENT

An effective learning and development plan is influenced by feedback (what's working and where are there areas for change) and career aspirations (goals and potential next steps.) When creating a strong, focused development plan, Partners and Champions can discuss and complete these items.

## WHAT IS YOUR SUPERPOWER?

Think about your career aspiration. Identify your strengths in your THRIVE profile and use those to grow in your career.

What parts of the partner's current job or role contribute to short-term development or career goals? What parts should we emphasize or perform more frequently?

## WHAT ARE YOUR DEVELOPMENTAL AREAS?

What parts of the Partner's current job or role don't contribute to short-term development or career goals?

What additional skills, knowledge or experience may directly or indirectly help development?

## BRAINSTORM 2 - 3 ACTIVITIES TO REACH YOUR GOALS

Consider a variety of learning methods: classroom and formal training, mentoring, on-the-job development.

What will the partner do?

How will the champion help?

Who else might be involved in coaching or providing feedback?

When will the development activities start and end?

How will you know the development has been successful?

## READ MORE

Read more on the [learning resources page of the THRIVE site.](#)

