

**RENO** is a suggested process. It can be changed and adapted to particular circumstances. The elements of the process:

- Review
- Expectations
- Needs
- Observations

Are there only as a guide.

The **RENO** process is however underpinned by:

- "3 things"** - that need to be done;
- "4 qualities"** - that mean that they can be done effectively and
- "1 principle"** - that is of crucial importance.

These are unchanging, understanding these is the key to effective implementation. Most of the support work for RENO is based on these. Having fully explored and understood these, managers are in a position where they can adapt the process themselves.

### 3 Things

- **Define what has to be done.**  
Strategy and planning.  
Encompassing the styles of directing; coaching & delegating.  
When is it appropriate to use these different styles and how do we motivate people to achieve?
- **Respond to what has been done.**  
Feedback is a powerful tool for the manager and their reports but is under used or used ineffectually. Do we understand the impact we have on others and how do we make that impact generative?
- **Reflect & Learn.**  
From both the process and the outcomes to achieve continual improvement in a dynamic system.

### 4 Qualities

- **Awareness:** - presence and sensitivity
- **Flexibility:** - styles & behaviours to fit the situation
- **Clarity:** - effective contracting
- **Authenticity:** - saying what you mean and meaning what you say

### 1 Principle

**That at all times, we observe that the 'end gain' is win/win.**

The leader/manager and through them, the organisation gains from improved quality and results whilst the employee gains from increased work satisfaction; having their contribution acknowledged & valued and the opportunity to develop.