

6 Employee Development Best Practices

Beyond Learning to Deepening the Employee
Experience



INSTRUCTURE

We help people grow from the first
day of school to the last day of work.



BRIDGE



CANVAS

STUDENTS + TEACHERS



BRIDGE

EMPLOYEES + MANAGERS





Todd Ericksen

Director of Product, Bridge

We conducted 600+ interviews with employees across 200+ roles and commissioned a national survey



The Harris Poll

What Did We Learn?

98%

of employers say they
offer employee
development tools

26%

of employees say they
have effective tools for
their development

What Did We Learn?

77%

feel they are on
their own in career
development

70%

would leave for
better development
opportunities

(1/3 already have)

What Did We Learn?

Top reasons for employees leaving their last job

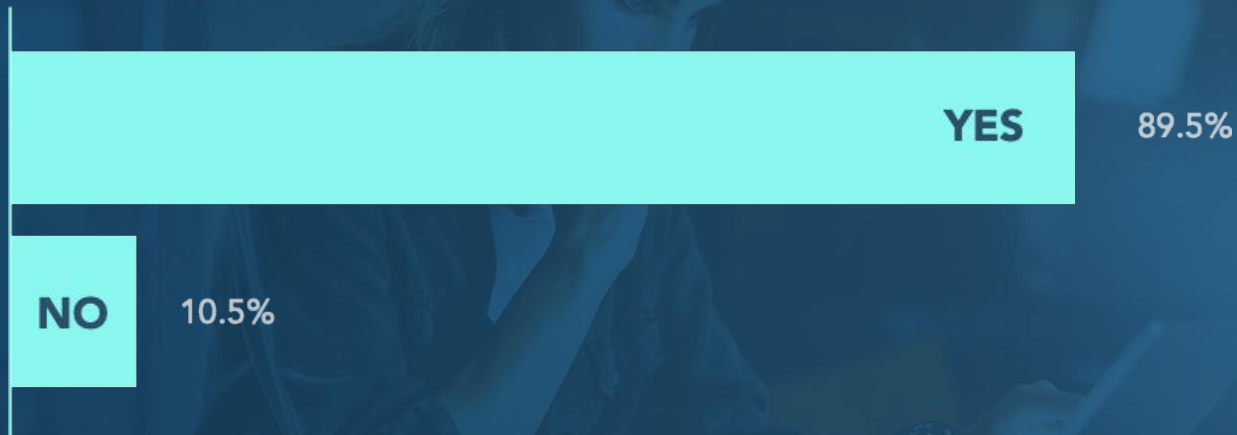
1. Compensation
- 2. Lack of development**
3. Benefits

Survey of today's participants

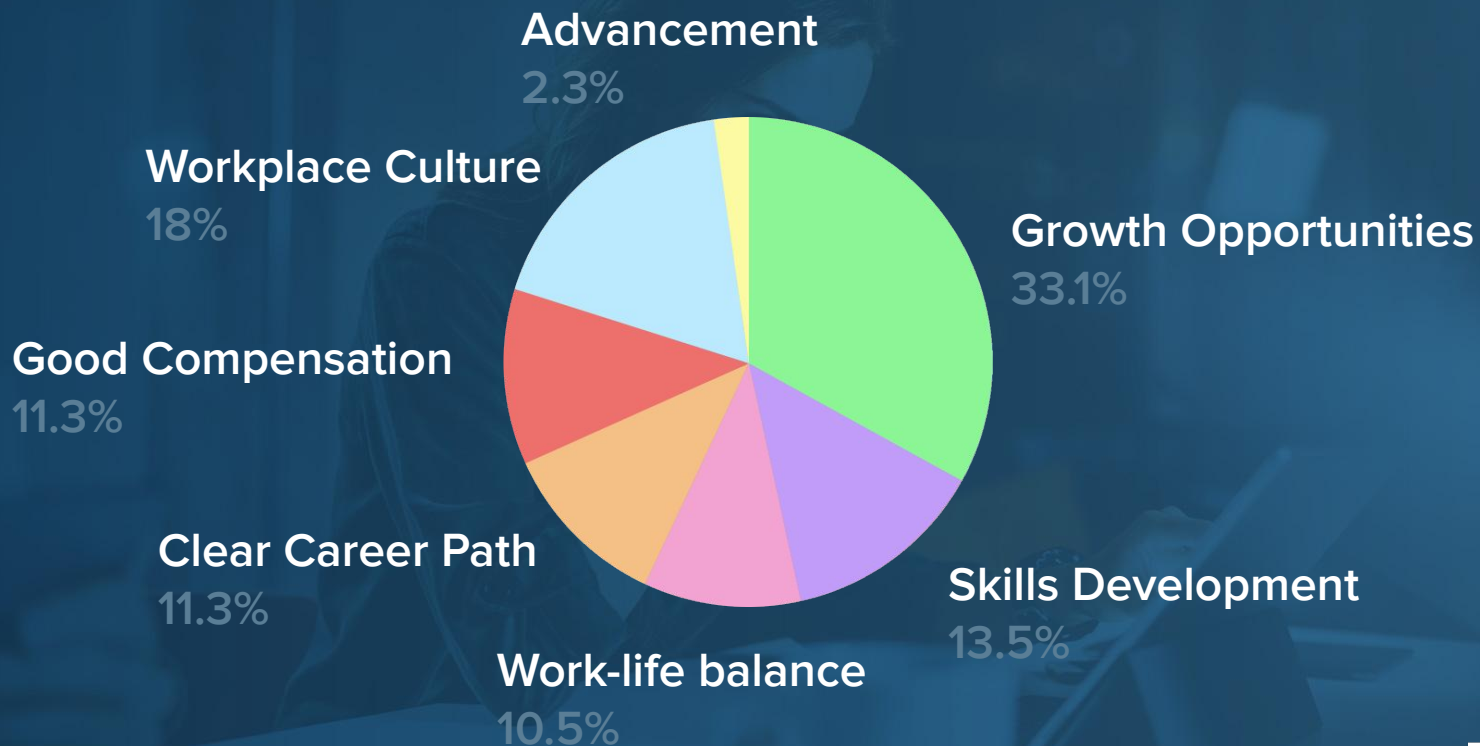
Is employee development a strategic goal?

Which is most important?

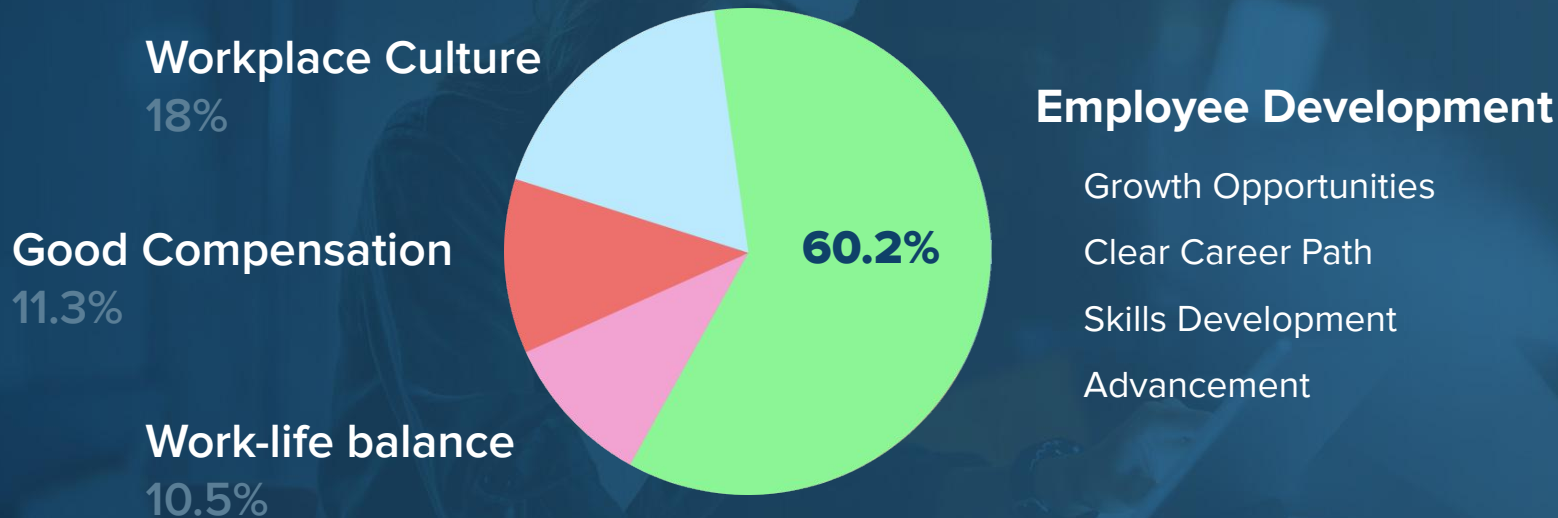
Employee development a strategic goal?



Which is most important?



Which is most important?



6 best practices

Go beyond learning to creating
great employee experiences

BEST PRACTICE

1

**Use structured conversations
to discover what drives your
people the most.**

Structured conversations

A checklist, script or pattern that helps people work through a conversation that may be complex, unfamiliar, personal, or emotionally charged.

Structured conversations

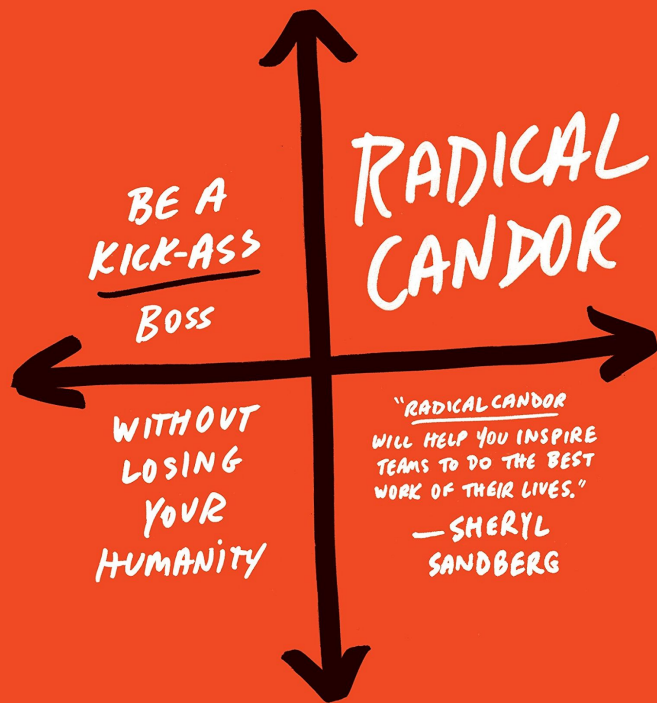
Marriage counseling

- listen, restate, confirm

Qualitative research

- discussion guides that enable comparable results

NEW YORK TIMES BESTSELLER



KIM SCOTT

PAST

Tell me about some of the transition points in your life and career. Why did you make the choices you made? What did those transitions teach you about what you love and hate about your work?

FUTURE

Where do you want to be at the pinnacle of your career? What does it look like to be challenged, engaged and not wanting anything else?

CAREER DRIVERS CONVERSATION



bridgedrivers.com

CAREER DRIVERS CONVERSATION



bridgedrivers.com

CAREER DRIVERS CONVERSATION



bridgedrivers.com

BEST PRACTICE

2

**Provide opportunities to
identify and grow toward
their career everest.**



~ **70%**

of skills are
transferable

Which skills will help
me improve in my
current role and align
with my vision?



A career everest provides
context that makes learning
content meaningful.



Career Development Plan

Embarked December 2017

PRODUCTION
DESIGNER

Collaborative

SINCE DEC 2017

...



Manages the work

SINCE DEC 2017

...



Customer experience

SINCE DEC 2017

...

3 of 6 COMPLETED

HIDE



Watch Aaron moderate today in collab meeting

[MARK INCOMPLETE](#)

Be more present in meetings so when opportunities to help others arise, I can be ready.

[MARK INCOMPLETE](#)

Managing Discussions with Difficult People



Rapid Prototyping with your Teammates

COURSE / 45 MINS

[START COURSE](#)

Ask Bill for a stretch

1 of 4 COMPLETED

VIEW ALL



Read 'Ego Free Leadership'

GOAL / FEB 28, 2017

[COMPLETE](#)

Enhancing Your Productivity

COURSE / 45 MINS

[CONTINUE COURSE](#)

Contact Jenny Jones about a mentorship.

[COMPLETE](#)

SET GOAL



ADD TASK



ENROLL

0 of 4 COMPLETED



Building Customer Loyalty

COURSE / 45 MINS

[START COURSE](#)

Talk to Lane McGhee about a mentorship.

[COMPLETE](#)

Look for a way to improve the work lives of 3 colleagues

GOAL / FEB 28, 2017

[COMPLETE](#)

Customer Service Foundations

LIVE TRAINING / 90 MINS

[REGISTER](#)

PRODUCTION
DESIGNER**Customer experience**
SINCE DEC 2017**Building Customer Loyalty**

COURSE / 45 MINS



Talk to Lane McGhee about a mentorship.



Look for a way to improve the work lives of 3 colleagues

GOAL / FEB 28, 2017

**Customer Service Foundations**

LIVE TRAINING / 90 MINS

Research

Sort by ▾

Filter by ▾

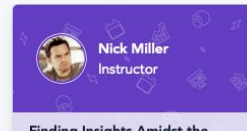
Tags ▾

**Research Centered Design**

Quickly reintroduce timely applications through backward-compatible content. Engeris ...

 PROGRAM / 10 STEPS**Identifying Research Objectives**

Dramatically brand distinctive potentialities without bricks-and-clicks interfaces. Phosfluoresc ...

 COURSE / 18 MIN**Finding Insights Amidst the Noise**

Professionally disintermediate installed base leadership skills after strategic networks. Mon ...

 TRAINING / 10 SESSIONS**Discovering Ancient Islands of Anari**

Progressively leverage existing revolutionary manufactured products and synergistic proc ...

 COURSE / 12 MINS**Sleep Apnea Remedies**

Uniquely disintermediate compelling vortals vis-a-vis real-time functionalities. Synergisti ...

 COURSE / 12 MIN**Finding Insights Amidst the Noise**

Professionally disintermediate installed base leadership skills after strategic networks. Mon ...

 TRAINING / 10 SESSIONSJulia Fernandez
Instructor

BEST PRACTICE

3

**Offer feedback within
an environment of
psychological safety.**

A woman with long brown hair, wearing a blue button-down shirt, is sitting at a desk and looking at a tablet. The entire image is covered with a semi-transparent blue overlay. The text "Can I give you some feedback?" is centered in white.

Can I give you some feedback?

WIRED TO CONNECT

The Brain Science of Teams and a New Model for Creating Collaboration and Inclusion



Britt Andreatta, PhD

Author of *Leading with Emotional Intelligence*, *The Neuroscience of Learning*, *Leadership Fundamentals*, *Wired to Grow*, and *Wired to Resist*

AP

AP NEWS

Top Stories Topics Video Listen

Google searches itself to build more productive teams

MARTHA MENDOZA & MICHAEL LIEDTKE November 17, 2015

MOUNTAIN VIEW, Calif. (AP) — Google coddles its employees with free food, massages and other lavish perks, yet some of its best engineers still grouse about their jobs and bosses as they struggle to get assignments done.

The Internet company tackled the puzzling problem with a study that concluded how teams work together is more important than who is on a team.

That's not exactly rocket science, but it's an example of how companies are spending more time trying to understand how to build the most productive and cohesive teams. It's a high priority because the best products and ideas increasingly are springing from people working together.

"It's becoming difficult to think of companies that aren't depending on teams," says Amy Randel, a professor of management at San Diego State University. "And usually nothing is more important than having a goal that inspires and organizes people's efforts."

Google's study, based on data analysis, found that teams work best when their members feel like they can take risks, can

Harvard Business Review

Talent Management | High-Performing Teams Need Psychological Safety. Here's How

TALENT MANAGEMENT

High-Performing Teams Need Psychological Safety. Here's How to Create It

by Laura Delizonna

AUGUST 24, 2017

Summary Save Share Comment Text Size Print \$5.95 Buy Copies



"There's no team without trust," says Paul Santagata, Head of Industry at Google. He knows the results of the tech giant's massive two-year study on team performance, which revealed that the highest-performing teams have one thing in common: psychological safety, the belief that you won't be punished when you make a mistake. Studies show that psychological safety allows for moderate risk-taking, speaking your mind, creativity, and sticking your neck out without fear of having it cut off — just the types of behavior that lead to market breakthroughs.

Ancient evolutionary adaptations explain why psychological safety is both fragile and vital to success in uncertain, interdependent environments. The brain processes a provocation by a boss, competitive coworker, or dismissive subordinate as a life-or-death threat. The amygdala, the alarm bell in the brain, ignites the fight-or-flight response, hijacking higher brain centers. This "act first, think later" brain structure shuts down perspective and analytical reasoning. Quite literally, just when we need it most, we lose our minds. While that fight-or-flight reaction may save us in life-or-death situations, it handicaps the strategic thinking needed in today's workplace.

YOU AND YOUR TEAM SERIES
Becoming a Manager



Psychological safety is when team members feel safe to take risks and be vulnerable in front of each other.

FEEDBACK PATTERN

Situation
Behavior
Impact

A woman with long dark hair is sitting at a desk in a dimly lit office. She is looking down at a tablet computer, with her hand resting on her chin in a thoughtful pose. The background is blurred, showing office shelves and equipment. The entire image has a blue color overlay.

Practice, practice, practice



Ted ▾

1ON1

GOALS

ASSESSMENTS

CAREER PLAN



✓ Saved



▾ Shared 1on1 Agenda



Show me how you're doing discovery



How many meetings did you have this week?



Which module are you most interested in learning more about?



What is the most difficult part of the negotiation stage for you?



We need to talk about your Q4 plan

[+ ADD AGENDA ITEM](#)

▾ Tasks

BEST PRACTICE

4

Facilitate connection and learning throughout the organization.



ADULT LEARNING THEORY

**Self-directed, relevant to real-world,
informal situations, guidance and
partnership**



Who could help me with _____?







Jane Kim

Senior Product Manager



Greetings! My name is Jane and I'm a product manager on the Bridge team. I'm super passionate about career development and leadership so I a...

[VISIT PROFILE](#)

Skills Jane can help with:

Product Management

Product Discovery

User Interviews

Agile Project Management

Scaled Agile Framework (SAFe)

Team Leadership

Skills Jane wants to develop:

Leadership

Customer Empathy

Public Speaking & Presentations

LEADERSHIP: Innovates & Thinks Strategically

LEADERSHIP: Gets Desired Results

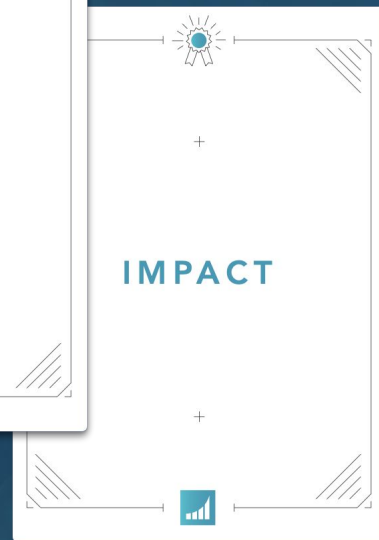
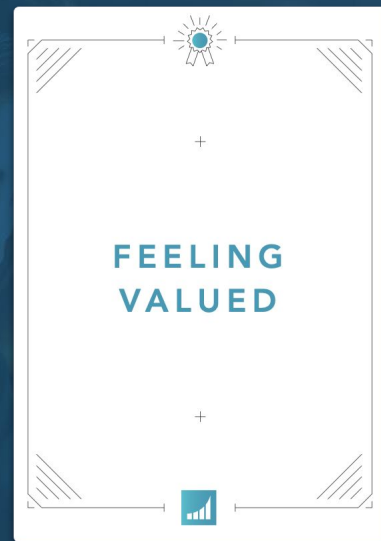
LEADERSHIP: Influences & Motivates

BEST PRACTICE

5

Show people that the work they do matters to the organization and their team.

Feeling Valued and Impact





Definitions can vary by person



**You get more of the things
you call attention to**

FEEDBACK PATTERN

Situation
Behavior
Impact



Ted ▾

1ON1

GOALS

ASSESSMENTS

CAREER PLAN



✓ Saved

▼ Shared 1on1 Agenda



Show me how you're doing



How many meetings did you



Which module are you most



What is the most difficult p



We need to talk about you

▼ Tasks



Ted please submit your rep

▼ Tasks



Introduce yourself to your new team members - Sheila, Leonard, and Angelina.

Assigned to Julie Smith

Due in 2 weeks



Conduct 10 phone screenings

+ ADD TASK

▼ Julie's Goals



> Successful product launch

Due in 3 weeks

✓ Aligned



Implement style guide changes app-wide

Due in 1 week



> Consistently give meaningful feedback

✓ Aligned

▼ Julie's Learning



LeadStrong



Program


Due in 1 month

70% complete

COMPLETE 1ON1

BEST PRACTICE

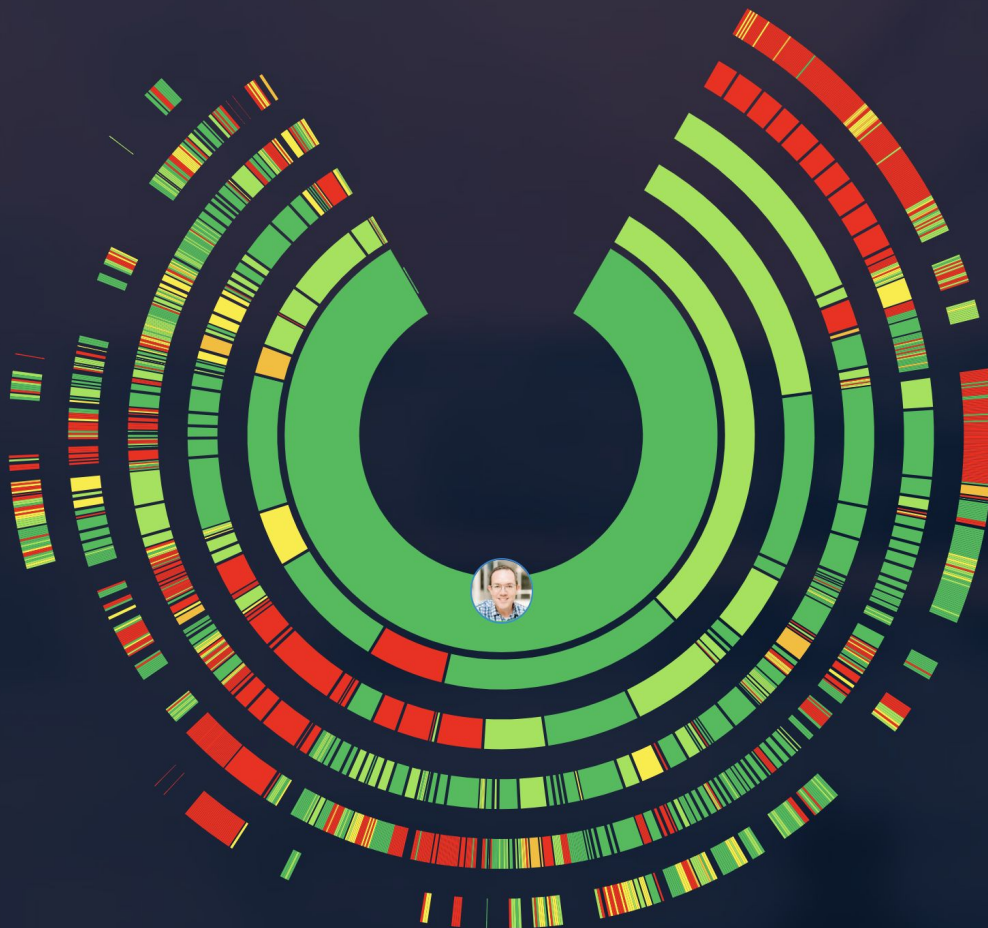
6 **Hold regular growth
conversations and check-ins
for each employee.**



Over 95% of people set annual goals and **never** look at them again.

Schedule and hold growth conversations

Check in on drivers, focus skills, goals,
celebrate wins, make new plans



Dan Goldsmith
CEO

INNER CIRCLE



Amanda Buckley ● Quarterly (61 days)



Heather Erickson ● Monthly (21 days)



Callie Keach ● Monthly (33 days)



Rachel Keeney ● Weekly (3 days)



Frank Maylett ● No 1on1 yet



Jeff Ross ● Monthly (22 days)



Matthew Kaminer ● Monthly (33 days)



Steven Kaminsky ● Monthly (25 days)



BEST PRACTICES TO GO BEYOND LEARNING

- 1. Structured conversations, discover drivers**
- 2. Explore career everest and focus skills**
- 3. Offer feedback with psychological safety**
- 4. Promote connection as a learning catalyst**
- 5. Recognize individual effort and impact**
- 6. Hold regular growth conversations**

Resources

1. **2019 HARRIS POLL REPORT: Giving Employees the Right Development Tools**
2. **[BRIDGEDRIVERS.COM](https://bridgedrivers.com): Request Career/Drivers Cards**



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