Poll

Do you have career/development discussions with your employees?

❑Yes

or

❑No

Poll

What is your level of comfort conducting development planning with employees? Select one.

❑High

❑Medium

❑Low

Learning Objectives

By the end of this session you will have:

⭐ Identified the characteristics of an actionable individual development plan (IDP).

⭐ Identified steps to positive career and development planning with your employees.

⭐ Gain strategies on how to lead successful development conversations, including addressing a few common challenges.

In 1995, as a new manager I learned three lessons from Cassie, an employee.

Lesson #1

Employees appreciate career discussions.

Gallup Research

…those who get the opportunity to continually develop are twice as likely than those on the other end of the scale to say they will spend their career at a company.
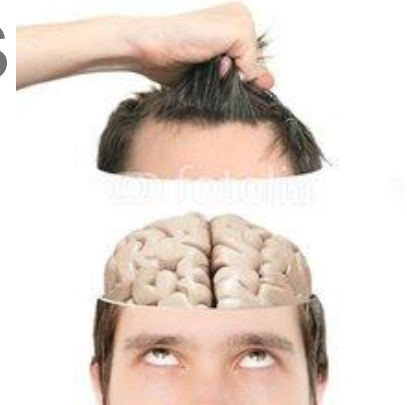
WATCH & LEARN webcasts   atd

Lesson #2

Not everyone wants to be CEO.

Most Important Lesson #3

Depart from your own thoughts and get into your employee's

Employee Development Process

Steps for Successful Development

Step 4:
Clarify roles for implementation.

Step 3:
Create a plan together.

Step 2:
Explore with your employee.

Step 1:
Prepare yourself.

Chat Box

What could you do to set the stage for a productive development discussion and planning process?

1: Prepare yourself

- Is my direct report new to the process?

- What questions will I ask?

- What questions is s/he likely to have?

- What are his/her strengths and opportunities for development?

- What creative options are possible – stretch assignments, delegation, new challenges, changes (not promotions)?

2: Explore with your employee

- Provide context for the meeting.

- What are your career aspirations?

- What are your strengths?

- What skills/knowledge do you need to develop?

- Discuss how they meld with department goals.

- What could you accomplish over the next year to move toward your goal?

- How can I help further your development?

3: Create a plan together

- Decide on 2-3 development (learning) goals.

- Identify learning activities to accomplish the goals using 70-20-10 guideline.

- Identify necessary resources.

- Clarify indicators of success-- how we will know when the goal is met.

Note: Promotions/titles are not 'development.'

Sample Plan

GOAL, COMPETENCY (what I want to learn)	HOW I WILL ACHIEVE THE GOAL (challenging assignments, activities, projects…)	WHAT RESOURCES I WILL NEED (e.g., mentor, budget, courses, readings, access to key persons)	INDICATORS OF SUCCESS (e.g., demonstrate new skill, knowledge, behaviors)	TARGET COMPLETION DATE (dates to aim for completing each goal)
1) Project Management-- How to successfully apply project management methods	•Identify first project to apply skills. •Evaluate. Then take on two more. •Seek feedback from stakeholders.	•Mentor with PM skills. •Identify program via PM Institute •Manager's support by feedback and time to learn •Project teams	•Complete 3 projects with PM program knowledge, skills, materials •Projects completed w/n budget and timeframes •Feedback from stakeholders re: successful results	Project #1 02/31/15 Projects # 2-3 08/1/16
2) Strategic Thinking– How to operate more strategically	•Identify 2 or more role models •Interview them to learn how they think, plan, etc. •Practice strategic thinking daily	•Access to 2 or more leaders •Identify good questions for interviews •Strategy coach	•Examples of stepping back from day-to-day and planning at high level •Examples of delivering strategic presentations	Meet with 2 leaders by 10/01/15 Deliver presentations by 02/01/2016

Checklist for a Robust Plan

✓ Goals are clear.

✓ Has a blend of challenging actions, assignments, responsibilities, learning opportunities.

✓ Targets changes in skill, knowledge, behavior.

✓ It's complete. Is there anything missing?

✓ S.M.A.R.T? (Specific, Measureable, Attainable, Realistic, Time Bound).

4: Clarify roles for development planning

Employee development is a partnership between employee and manager.

EMPLOYEE	MANAGER
Articulate career aspirations	Ask questions
Identify strengths and areas for skill and knowledge learning	Suggest developmental options, including outside your direct area
Know the organizational needs	Focus on opportunities, not positions
Remain open to developmental options-- not just positions	Encourage to step out of comfort zone
Check in periodically to review progress and seek feedback	Be available for periodic updates, even if brief check-ins
Own the plan	Provide constructive feedback

Common Challenges

Here's One

Sandy: "I don't have a clue as to what I want to do with my career."

https://youtu.be/2LCggmsCXk4

Jerry Seinfeld and George Castanza

Chat Box

What coaching behaviors did Jerry exhibit that you would encourage him to continue?

Chat Box

What would you say to coach to Jerry that might increase his effectiveness with George?

Comedy is not far from reality.

Getting Unstuck

- **L**earn by new challenges, projects, assignments.

- **E**xplore careers via informational interviewing.

- **A**ssign 'homework'-- look at internal position postings, extract intriguing aspects.

- **D**iscuss what the employee enjoys in his work and why.

- **S**eek self-assessment from his alma mater's career services, then re-discuss.

- O*NET (https://www.onetonline.org/)

Another

AI: "I am retiring in two years why do I need a development plan?"
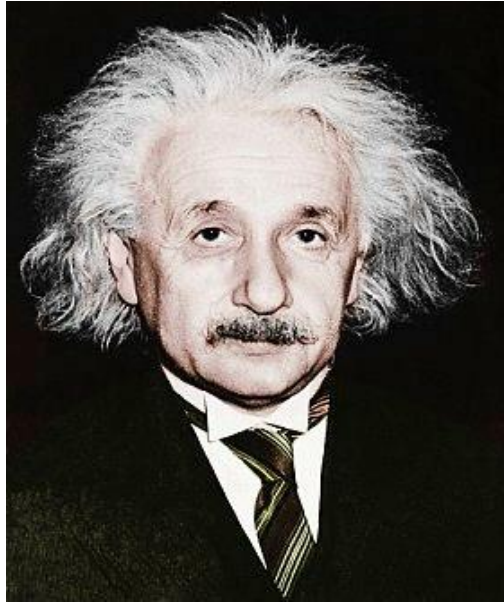
Chat Box

How could you keep AI engaged?

Considerations

- Each employee should continue contributing while on company payroll.

- Raise the bar of expectation, requiring new approaches, knowledge, abilities.

- Leverage his experience and knowledge with mentees to learn parts of his role (for their development plans, too).

Jay: "No thanks, I do not need a development plan."

Chat Box

"What would you say to Jay?"

Strategies for Addressing

- Ask questions to understand why. (Is he thinking there is a performance concern?)
- Clarify the purpose of a development plan.
- Align with his career, team and company needs.
- Develop in current role.
- Encourage to stretch beyond comfort zone.
- Underscore keeping pace with change.
- Turn focus on high-potentials, key others.

Manager/Employee: "I don't have enough time."

Addressing Time Concern

- Integrate learning into EE job responsibilities– work is a vehicle for development.

- Follow up checks-ins can be brief.

- Be creative and flexible.

- Explore a masked concern, "I am uncomfortable with how to do this (manager or employee)."

- Manager's responsibility to develop– for engagement, retention, and performance.

- Provide L&D to increase skill and confidence.

Reminder

Career and development are intended to be a *positive* discussions. Employees want this.

Summary

- Prepare yourself and your employee.
- Explore with *open-ended questions.*
- No need to have all the answers.
- Encourage out of comfort zone.
- Partner to create a robust plan.
- Clarify roles for managing plan forward.

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Poll

What is your level of comfort now in preparing for a development discussion with an employee? Select one.

❑Higher

❑Same

❑Lower

Your Questions?

For Additional Information

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APPENDIX

Appreciative Coaching

- What successes have you had in the past?

- What are your strengths, skills and abilities?

- What is your real desire or dream for your continued development?

- What challenges can you see as opportunities?

- Based on past successes how can you develop in this area?

- How do you best learn?

Development vs. Performance

- Developing is *learning* new skills, knowledge, and behavior in the workplace.

- Relevant to current and future roles in one's career.

- Individual performance relates to job. responsibilities/goals-- ultimately impacts business results.

- Learning supports performance. Learning + performance support your business.

Get Leadership Buy-in

Leverage best practice company information.

Establish your business case.

Align to company values, strategy, and goals.

Determine and engage a senior champion.

Ensure your requests are specific.

Represent your case assertively and confidently.

At least three ultimate benefits of employee development…

The employee learns and earns.

The manager realizes team results.

And the business profits.

Guideline: 70-20-10 Framework

70%

- **New Experiences and Challenges**

  - Stretch assignments, e.g., lead projects, site/dept. leadership
  - Assume leadership roles a team, committee, professional board
  - Apply new skills, standards, and practices
  - Take on speaking engagements, internal/external

20%

- **Learning from Others**

  - Feedback tools, i.e., 360-degree, seek independently
  - Coaching and mentoring or serve as one
  - Job shadow someone who has a skill/knowledge you want to learn
  - Discussions with experts, thought leaders, and others
  - Build internal and external networks—contribute and receive knowledge

10%

- **Structured Resources**

  - Webinars, other eLearning programs
  - University courses and seminars
  - Professional certifications
  - Books, articles, assignments, recordings