

Development Conversations

For Managers

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A stylized compass rose icon with four cardinal directions, positioned between the letters 'C' and 'MPASS' in the title.

CMPASS

**Your Guide to Navigating and Understanding
Your Career and Professional Development**

Agenda

- What is a development conversation?
- Myths/Facts
- Formal or Informal?
- Roles—who's responsible, and for what?
- What do you actually say?
- Resources and tools
- Questions

Quote of the Day (*Forbes*)

“Happy are those who dream dreams and are ready to pay the price to make them come true.”

***Leon J. Suenens
-Cardinal, Archbishop***

What Is “Development”?

“Growth in response to change.”

From the manager & organization’s point of view development is:

- A continuous learning and growth process that aligns the needs of the workplace with individual values, interests and skills

From the employee’s point of view development is:

- A continuous learning and growth process that aligns individual values, interests and skills with the needs of the workplace

... thereby increasing individual commitment, satisfaction and contribution.

Myths from Staff Perspective

(or could some be true?)

- It's my manager's job
- Someone else will tell me what to do next in my career
- I can't figure this out—it's too hard or not worth it
- There is no time or money to pursue my development
- I am too busy
- I only need to think about this if I want to move up, and that's not my focus right now—I'm happy (or need) to stay where I am
- My boss will think I just want more money
- My boss will think I am unhappy in my current role

Myths from Manager Perspective

(or could some be true?)

- When will my staff member find the time?
- Maybe if *they* don't bring it up, *I shouldn't bring it up either*
- It's not in our interests to develop staff
- I am not qualified to be a career counselor
- My staff member will tell me when they are ready
- If I develop them, they will go
- Let's put this off for now, we have too much to do



Why Are These Conversations Important?

The Old World of Work Model: the Career “Ladder” or Step Approach



Current World of Work Model: More Like the Subway Experience



Subway Analogy

- “Signal Issue” (everything comes to a halt in someone’s career, has become stagnant) Why is that? How do reinvigorate a job? How long is the wait?
- “this line is going EXPRESS to” Someone higher up has left, your staff member is potentially ready Let them stay on or have them get off?
- “b line has how many stops?” understanding slow and steady career paths . Can be very incremental and spread out
- Staff is going the wrong way (going backwards than forwards)
- Staff is on the wrong line entirely (this is not the career they want or it is not a good fit)
- Last stop (understanding that there is no progression within the department)

So Now What?



Make Career
Development a
SAFE TOPIC

The Most Common Causes of Avoiding Development Conversations:

1. Time
2. Role confusion
3. Money and resources
4. Performance issues that have not been addressed
5. The revolving door
6. Lack of subject matter expertise/experience

Time

- An hour? Once a year?
- Part of the performance conversation?
- Short, in-the-moment discussions and perspectives?

All of the above.

Responsibility: Career Development

Is owned and driven by the employee

- Utilize available career resources to plan one's own career
 - (For example: career development workshops, one's manager, web research, informational interviews)
- May align with, or differ dramatically from one's current job

Responsibility: “In-Place/Current Role” Development

- **Is guided by the manager:**
 - Create appropriate development activities that generate success in the current role
 - Explore job enrichment opportunities
 - Provide feedback
 - Identify and address skill gaps
 - Monitor progress
 - Work to make your feedback as specific as possible

A Useful Career Model for Managers and Staff

- Looking Inward
- Looking Outward
- Looking Forward

Questions for the Looking Inward Phase

- What are your staff member's current
 - interests and skills...
 - and how well can they actually describe them, with specific examples?
- Are their skills up to date? What's the evidence?
- How is their performance in this job?
- What is their reputation? How do you know?
- Are they self-aware?

A Few “Hindsight” Clues

- What do they loved doing?
- What can others always count on them for?
 - How could this work for and against them?
- What do they complain about *not* being able to do _____, that they love doing?

Questions for the Looking Outward Phase

- How well-**networked** are they ?
- Are they **up to date** in your current profession?
- Are they in competitive market? Are they a true competitor in the job market?

Questions for the Looking Forward Phase

- What do they want from their job at this time next year, and what are you doing support that?
- What is their next step right now?
- What could they do in this job to move in that direction?
- Are they having periodic career discussions with others in the field?



Taking a Step Back and Think About Motivation.



Preparing for a Formal Discussion

Preparing for a more formal discussion

- What is the goal of the conversation?
- Do you have a plan? A strategy?
- Do you have examples need to support a perspective?
- Are you ready for a negative outcome?
- Are you ready to have a positive conversation?

Questions to Consider as a Manager

- How can we work best together to achieve development goals?
- Will you accept constructive feedback as you take on new responsibilities?
- How will you manage the rest of your workload if you take on new responsibilities?

Staff Questions for Managers: Moving Forward

- How will you clue me in to how this organization is changing, fill me in on what's going on?
- Will you provide me with *specific* ongoing feedback about what I am doing well and what I need to alter (and how)?
- How will you ensure my continued learning?
- How will you use as many of my talents as you can?
- Will you stop and take time occasionally to listen to me think about multiple avenues to career growth?



**Time to Think About Action
Plan and Checkpoints!**

Career Path Tree Model



Other Resources

- The Harvard Lynda.com portal: Lynda.com has great free information on career development, with worksheets and tools: [lyndaCampus at Harvard University](#)
- The Manage Mentor site (free for all Harvard employees at all levels):
http://harvie.harvard.edu/system/files/Forms/Career_Professional_Development/ManageMentor.pdf
- Yale University has excellent worksheets on development conversations:
<http://www.yale.edu/hronline/idp/index.html>

Further Resources

- *Help Them Grow or Watch Them Go*, Bev Kaye and Julie Giulioni
- *The 10 Laws of Career Reinvention: Essential Survival Skills for Any Economy*, by Pamela Mitchell

Questions???