

Development Conversations

For Staff

Cesar Mieses
Assistant Director of HR & Recruitment Services
Harvard T.H.Chan School of Public Health

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 about Managers (or could some be true?)

- They don't have time
- Maybe if *they* don't bring it up, *I shouldn't bring it up*
- It's not their job
- They are not qualified to be a career counselor
- They'll let me know when I am ready for a promotion
- If I ask about development, they will think I am a flight risk

Staff Member Myths

(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
- They have 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



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 your career, has become stagnant) Why is that? How do you get clarity? How long is the wait?
- “this line is going EXPRESS to” Someone higher up has left, you are up Stay on or get off?
- “b line has how many stops?” understanding slow and steady career paths
- I am going the wrong way (going backwards than forwards)
- I am on the wrong line entirely (this is not the career I want) .
- Last stop (understanding that this is it for where you are at now)

So Now What?



Take Action

The Most Common Causes of Avoiding Development Conversations:

1. Making Time

- What's the best approach? Formal or informal?

2. Role Confusion

- Who is responsible, and for what?

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 (you)

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

A Few “Hindsight” Clues

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

Questions for the Looking Outward Phase

- How well-networked are you ?
- Are you **up to date** in your current profession?

Questions for the Looking Forward Phase

- Would you be competitive in the market?
- What do you want from a job at this time next year, and what are you doing to prepare for that?
- What is your next step right now?
- What could you do on this job to move in that direction?
- Are you having periodic career discussions with others?



Preparing for a Formal Discussion

Preparing for a more formal discussion

- Are you about to sit down for a formal development discussion?
- Think about the other person's perspective
 - you should be somewhat prepared for what they are likely to be concerned about. *E.g. schedule, money, responsibility*

Questions Managers May Have for Moving Forward

- 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???