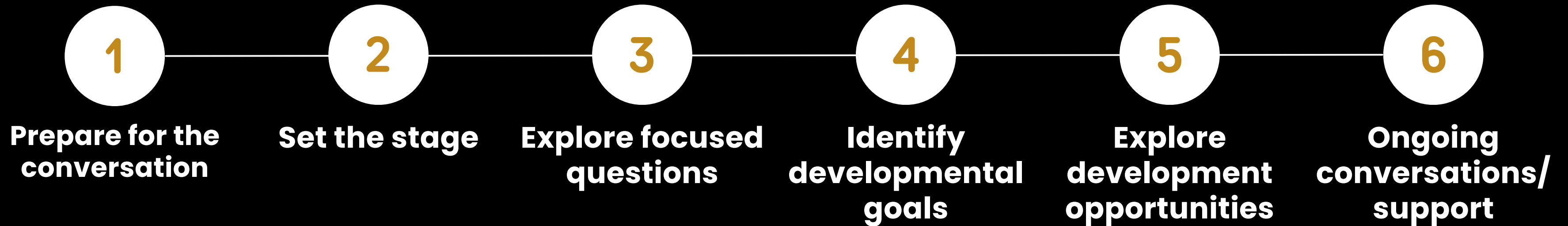


Career Development Conversation Guide

Stay.



Prepare for the Conversation



Take time to get to know and understand the employee on a personal level. From your perspective, think about their strengths, areas for improvement and potential development opportunities.



Send a meeting invite and include:

- The meeting agenda
- Resource links:
[Career Development Chat Map](#) (employee)

Questions for YOU

- How does this employee bring value to your team?
- What's the employee enthusiastic about?
- What activities does this employee do best?
- What motivates the employee?
- What are the employee's areas for improvement?
- What developmental projects or opportunities exist for the employee?

Considerations

- Give yourself enough time before and after the conversation to review material (such as past performance feedback and resume if time allows) and prepare for the discussion.

Set the Stage



Establish trust by putting the employee at ease, showing interest, listening carefully and checking you understand. Let them know you value their perspective, questions and insights.

Manage expectations by emphasizing the employee is responsible for owning and managing their career.

Communicate your expectations for the discussion and agree on the desired outcomes. The goal of the conversation is for you to get to know the employee better and to understand their career aspirations.

Questions for employee

- Is there a particular approach you want to take today?
- What can I do to help make this conversation a success?

Talking points

- We expect employees to share career interests, actively participate in exploring opportunities and work with their leaders to develop plans to continuously grow their careers.
- Leaders support employees by discussing career development on an ongoing basis, providing guidance, feedback, encouragement, and by support development activities.

Questions for employee

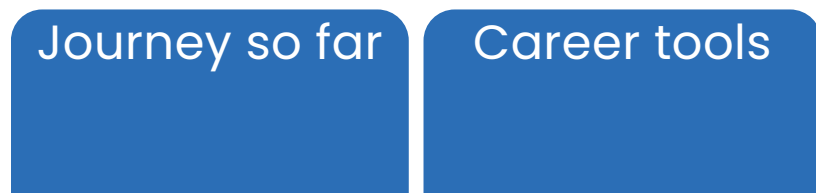
- What do you hope to accomplish during this development conversation?
- Are there any aspects of this conversation that you want to remain confidential?

Explore Focused Questions



<p>Follow the past-present-future model to develop a comprehensive understanding of who the employee is now, where they want to go next and how they'll get there.</p>	<p>Considerations:</p> <ul style="list-style-type: none"> Your goal is to encourage the other person to share as much as possible from their point of view. Stay open and curious, listen and let them talk until they're finished. Resist the temptation to interject your opinion about their statements.
<p>Explore key insights from their PAST. Inquire about key events, people, places, activities and the skills and resources they've gained.</p>	<p>Journey so far (Past):</p> <ul style="list-style-type: none"> When was your most enjoyable time at work? <p>Career tools (Past):</p> <ul style="list-style-type: none"> What valuable skills have you developed?
<p>Explore the PRESENT; who they are, what's important to them, their strengths and the value they bring to the team. Ask how they feel about their current role and skills they're developing.</p>	<p>Know the person (Present):</p> <ul style="list-style-type: none"> What motivates you? <p>Current role/Performance (Present):</p> <ul style="list-style-type: none"> What would you not want to change about your current role?
<p>Explore FUTURE expectations about career growth, long and short-term. Discuss their aspirations and what they need to get there.</p>	<p>Aspirations:</p> <ul style="list-style-type: none"> What are some roles that align with your vision of future success? <p>What they need to get there:</p> <ul style="list-style-type: none"> What knowledge, skills and experiences do you need to get there?

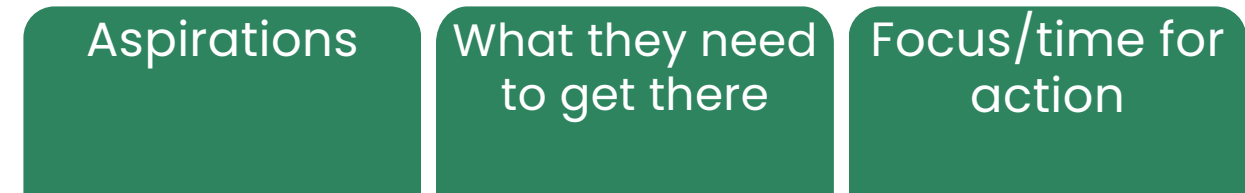
Past



Present



Future



Explore Focused Questions



Past: Journey so far

Look at key insights from their past – events, people, places and activities:

- What're you most proud of?
- What's it about that achievement that you found satisfying?
- When was your most enjoyable time at work?
- What did you enjoy most about that time?
- What helped you get where you are today?



Past

Journey so far

Career tools

Present

Know the person

Current role/
performance

Future

Aspirations

What they need
to get there

Focus/time for
action

Explore Focused Questions

Past: Career tools

Look at key insights from their past, - what skills and resources have they gained:

- What useful experiences have helped you get where you are today?
- What valuable skills have you developed?
- What positive qualities will help you make progress?
- What network have you developed and how's it helped you?



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Present: Know the person

Look at who they are - what's important to them, their strengths and value they bring to the table:

- What motivates you?
- What's so embedded in your DNA that you just can't keep from doing?
- What're your key strengths?
- What can you do more easily than others?
- Which of your skills are most valued by others?



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Present: Current role/performance

Look at how they feel about their current role and the skills they're developing:

- On a scale of 1 to 10, where 10 is your picture of "Future Success", where are you today?
- Why're you that high?
- What's going well?
- What would you not want to change about your current role?
- What do you find most challenging in your current role?
- What skills are you still developing in your current role?
- What work are you doing that's most aligned with your strengths?
- What skills would you like to develop in your current role?
- How might we make your current role more satisfying and enjoyable?



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Future: Aspirations

Creating a vision for what they strive for:

- Imagine you have a magic wand and can develop your career exactly how you'd like. What would you do every day?
- What kind of people would you be working for/with?
- What would you be delivering or producing and who for?
- Why's that important to you?
- What're some roles that align with your vision of future success?
- What elements of your "Future Success" are already in place?
- Where is there synergy between your goals and the goals of the organization?
- What do you want your legacy to be?



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Explore Focused Questions

Future: What they need to get there

Generating a broader pool of skills, experiences, information, exposure and relationships that will support progress towards future success:

- What do you need to make progress?
- What knowledge do you need to gain?
- What behavioural competencies do you need to develop further?
- What technical skills do you need to develop?
- What experiences do you need to get?
- What achievements do you need to demonstrate?
- What relationships do you need to develop?
- How can I support you?



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Explore Focused Questions

Future: Focus/time for action

It's now about detailing an action plan, translating all the self-reflection and exploration into concrete steps to help achieve career goals:

- What experience or challenges will help you achieve your goals?
- What obstacles could get in your way?
- What's one opportunity for growth in your current role that you'd like to seize now?
- What actions will you take in the next 3 months to progress towards your short-term goals?
- What're your first small steps towards your goals?
- Who're the people who can inform and influence where you're going?
- What support do you need to achieve your goals? Who can help you?
- What else needs to happen?
- What's your plan to keep those goals alive and "on track"?



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Focus/time for action

Identify Development Goals



Explore the alignment between employee strengths and their job role – to help you maximize productivity and increase engagement.

Questions for employee

- Which of your strengths are under-utilized in your role?
- Are the responsibilities of your role what you expected?
- What other areas/teams could benefit from your strengths?
- What role would let you utilize your strengths everyday?



Help your employee identify two development goals; an area of strength and an area to develop.

Areas of strength

- What're some things from last year you'd like to duplicate this year?
- What additional responsibilities would you like?

Areas to develop

- What're some things from last year that you'd do differently?
- What's the area that, if you made an improvement, would give you the greatest return?
- What new skills would you like to develop?
- What can you start/stop/keep doing to help you reach your goals?

Explore Development Opportunities



<p>Brainstorm potential development activities.</p>	<p>Questions for employee</p> <ul style="list-style-type: none"> • What projects or other responsibilities would you like to be a part of in order to develop your career? • What coaching or mentoring opportunities would help you achieve your goals? • What parts of the business would you like to be more involved in or learn about? • What development needs can be addressed by training?
<p>Collaborate on finding solutions, sharing resources and suggesting development experiences. Allow the employee to take the lead when creating and following through with plans.</p>	<ul style="list-style-type: none"> • What actions will you take on? • What support can I provide to help you achieve your goals? • What resources do you need? • Can I introduce you to people who would be helpful to you?
<p>Produce potential short- and long-term strategies and parameters for developmental goals and activities.</p>	<ul style="list-style-type: none"> • What's your timeframe to accomplish these goals? • On a scale of 1 – 10 how committed are you to taking this action? • Are there any potential roadblocks? • How will your monitor success? • When will we continue the discussion?

On-the-job experience
activities

Informal learning
activities

Formal learning
activities

Explore Development Opportunities

On-the-job experience

Learning through application, shadowing and problem solving such as:

- Taking on new responsibilities (brand new or delegated)
- Learning someone else's role (shadowing)
- Standing in for a leader in meetings with senior leadership (different forums)
- Taking on a new challenging project/assignment
- Being the "backup" for a leader when they're away
- Speaking at internal and external events
- Getting exposure to different areas of the business through 1:1 meetings/attending team meetings
- Facilitating and chairing meetings
- Being a change champion on different initiatives
- Launching and leading a Continuous Improvement project
- Implementing a learning initiative for your team
- Becoming a mentor/coach for others
- Practicing your 2nd language by holding part of your team meetings/1:1s in your 2nd language



On-the-job experience

activities



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activities



Formal learning

activities

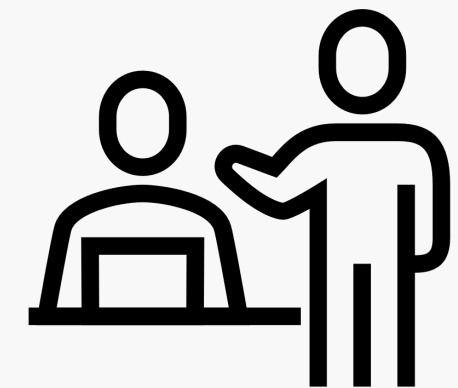


Explore Development Opportunities

Informal learning

Participating by:

- Joining communities of practice related to topics you're looking to develop
- Looking for a mentor who could help you develop in a particular area
- Getting a coach to help you work on a particular behavioural aspect you'd like to improve
- Joining Toast Masters to develop your presentation and communication skills
- Telling your leader/colleagues/employees what you're working on and ask them to observe you and provide feedback
- Buddying up with a co-worker for sharing experiences and knowledge
- Starting a knowledge sharing forum for colleagues and/or employees
- Learning from industry associations and key figures
- Building and learning from your network – physically and joining conversations online
- Downloading whitepapers and research papers
- Watching YouTube videos
- Listening to podcasts



On-the-job experience

activities



Informal learning

activities



Formal learning

activities



Explore Development Opportunities

Formal learning

Join formal training opportunities such as:

- eLearning courses
- 2nd language training
- Physical courses and workshops
- Industry specific conferences and events
- Live and recorded webinars
- Distance learning courses
- Professional qualifications and certifications
- College or university



On-the-job experience

activities



Informal learning

activities



Formal learning

activities



Ongoing Conversations/Support



Ensure the employee knows they can come back to you.

- How's your Individual Development Plan coming along?



Confirm progress by continuously approaching and reviewing career development topics in your 1-1's. Career development talks aren't a one-time initiative.

- Have any of your goals changed since the last time we talked about this?
- What progress have you made?
- What's your next small step?



It's not just about evaluating whether they took the intended steps or if they reached the planned milestones... it's also about learning from the experience and continuing to develop self-insight.

- What helped you make progress?
- Where are you on your journey now?
- What've you learned?
- What's your next small step?