

A Manager's Guide to Employee Development

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Chat

Do you have career discussions with your employees?

Yes

or

No

Poll

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

High

Medium

Low

Chat

How would you characterize your career discussions?

Learning Objectives

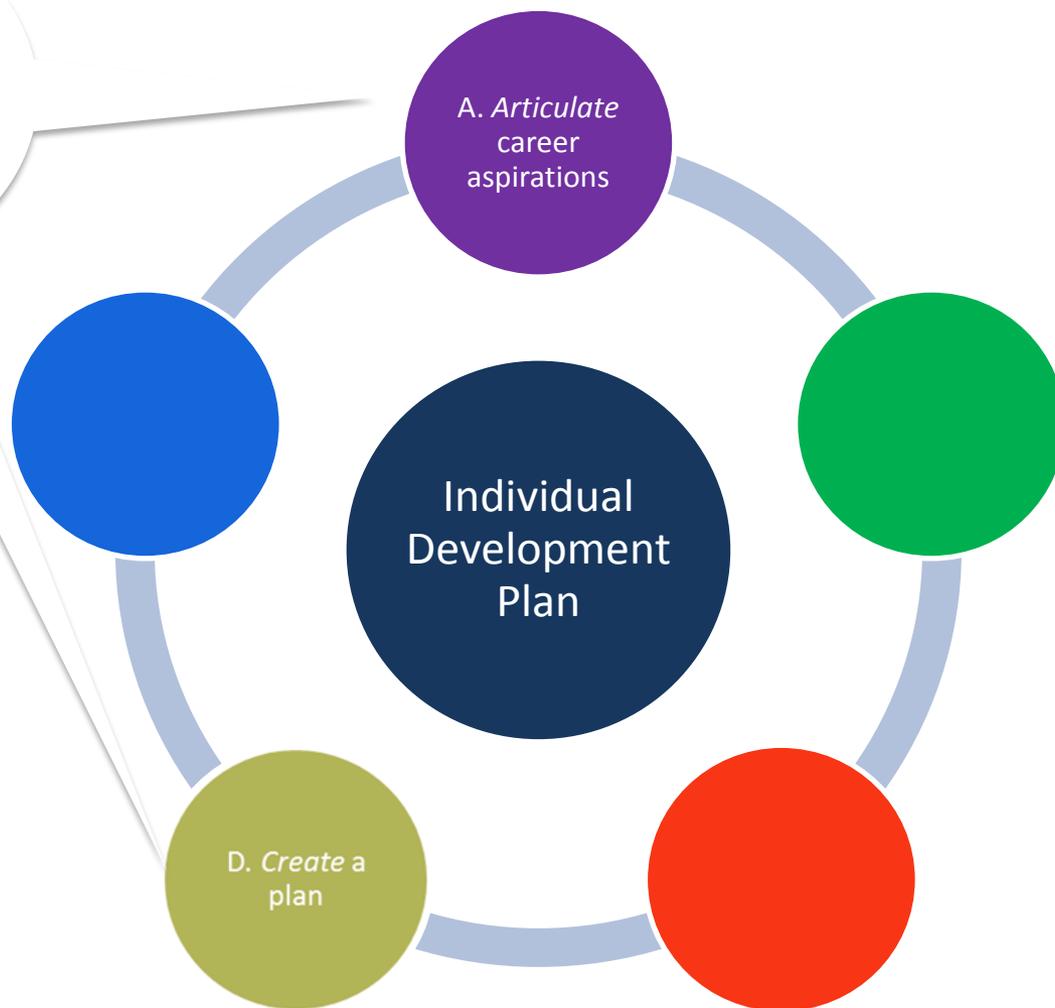
By the end of this session you will be able to:

- ★ Describe the employee development process
- ★ Identify steps to having a positive career and development discussion with your employees
- ★ Identify the characteristics of an actionable individual development plan
- ★ Explain how to lead successful development conversations, including addressing a few common challenges typically encountered

★ Employee Development Process



Today we
will Focus
on....



In 1995, as a new manager I
learned three important lessons
from one of my employees.

Cassie— a fake name for a real person.

Here is what we discussed...

Lesson #1

Not everyone wants to be CEO.

Lesson #2

Employees appreciate career discussions.

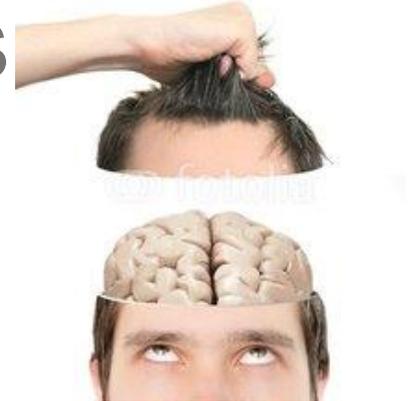
Cassie represents merely a sample
of one!

Real Research--Gallup

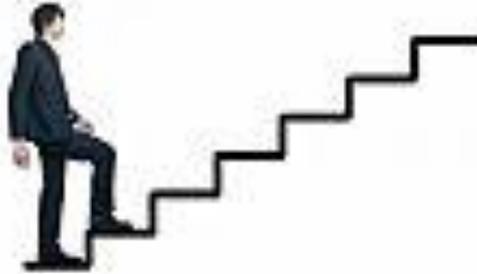
...those who get the opportunity to continually develop are twice as likely than those on the other end of the scale to say they will spend their career at a company.

Most Important Lesson #3

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



★ Steps for a Successful Discussion



1. Prepare yourself– know your employee.
2. Prepare your employee.
3. Make it conversational.
4. Create the plan together.
5. Clarify roles and implementation.

Free Tips

- Clarify Purpose-- Employee could assume it's remedial.
- No need to have all the answers.
- No assumptions.
- *Ask open-ended questions.*
- Delegate-- accomplish more as employee learns

Reminder,

It is intended to be a *positive* discussion.



Troubleshooting

★ Common Challenges

What challenges have you experienced in career/development discussions?

Here's One

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



What could you say to coach
Sandy if you were her manager?

<https://youtu.be/2LCggmsCXk4>



And a Common Confusion...

Casey: “I don’t understand the difference between performance and development.”



How would you explain the difference between performance and development?

Points of Clarification



Development—

- **learning** new skills, knowledge, and behaviors
- relevant to current and future roles in one's career



Performance—

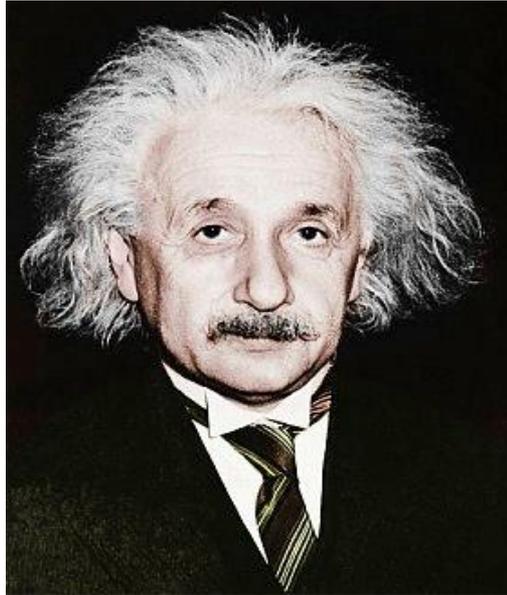
- achievement relative to job responsibilities and goals
- ultimately impacts business results



Learning supports performance. Learning and performance support your business

Another

AI: “I am retiring in two years why do I need a development plan?”



How could you keep AI engaged using a development plan?

★ An Actionable Development Plan

Contains:

- Goal/Objective (what)
- Learning Activities (how)
- Resources (support)
- Indicators (measure)
- Timing (when)



They tend to look like this

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	<ul style="list-style-type: none"> •Identify first project to apply skills. •Evaluate. Then take on two more. •Seek feedback from stakeholders. 	<ul style="list-style-type: none"> •Mentor with PM skills. •Identify program via PM Institute •Manager's support by feedback and time to learn •Project teams 	<ul style="list-style-type: none"> •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	<ul style="list-style-type: none"> •Identify 2 or more role models •Interview them to learn how they think, plan, etc. •Practice strategic thinking daily 	<ul style="list-style-type: none"> •Access to 2 or more leaders •Identify good questions for interviews •Strategy coach 	<ul style="list-style-type: none"> •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

What does your company use?

★ Checklist for a Robust Plan

- ✓ Goals are clear?
- ✓ Contains a blend of challenging actions, assignments, responsibilities, learning opportunities?
- ✓ Targets changes in skill, knowledge, behavior?
- ✓ Complete? What's missing?
- ✓ S.M.A.R.T? (Specific, Measureable, Attainable, Realistic, Time Bound)

Our Learning Objectives

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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

At least three ultimate benefits of employee development...

The employee learns and earns

The manager realizes results

And the business profits

Questions?

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Why Employee Development?

- Employees want career development
- Engage, motivate and retain
- Succession planning for flexibility and growth
- Develop talent, develop your business, develop revenue

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, e.g., PPI
- Take on speaking engagements, internal/external

20%

• Learning from Others

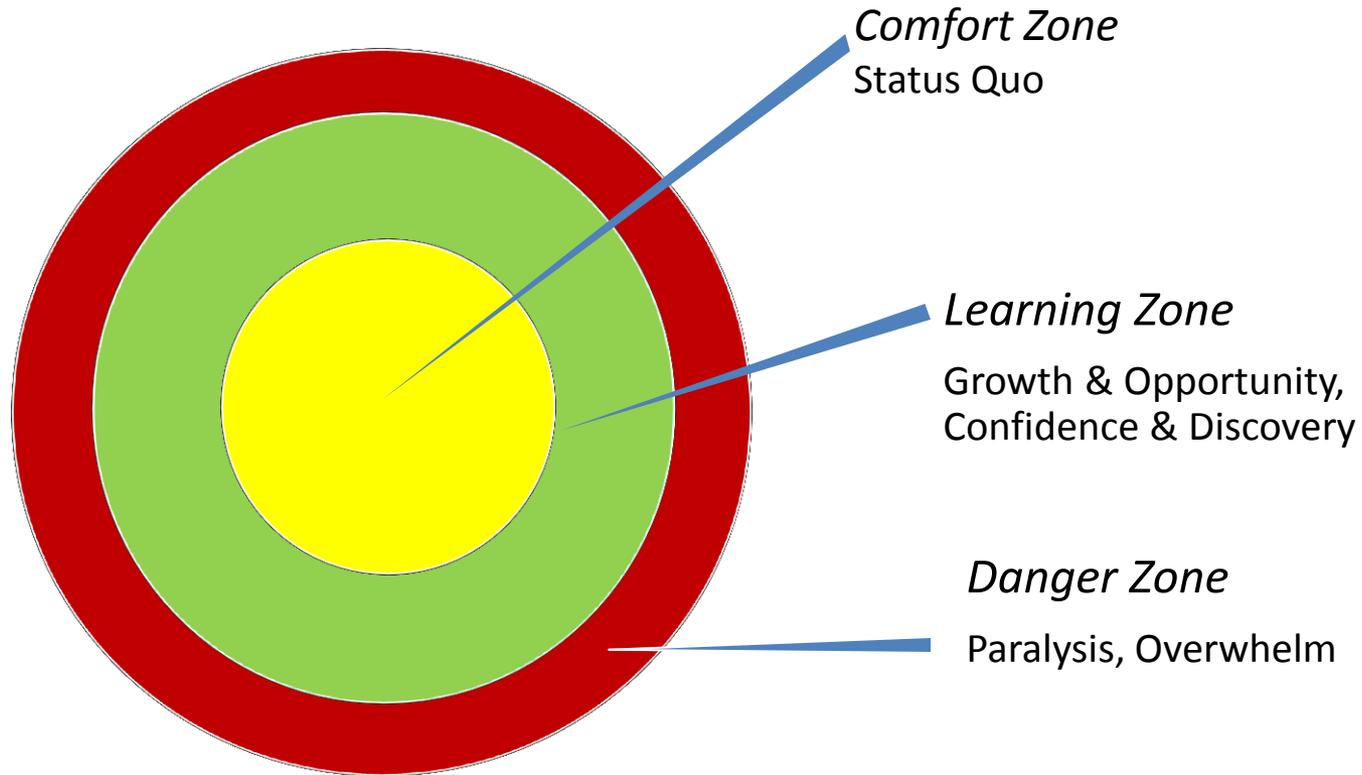
- Feedback tools, i.e., 360-degree, seek independently
- Coaching and mentoring or serve as one
- Job shadow someone who has a skill/knowledge you want to learn
- Discussions with experts, thought leaders, and others
- Build internal and external networks—contribute and receive knowledge

10%

• Structured Resources

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

Into the Learning Zone



Adapted from: *Why Getting Comfortable With Discomfort Is Crucial To Success*, Forbes, 4/22/13