

SELF-ASSESSMENT: SUSTAINING THE EFFORT

The following self-survey offers a confidential opportunity to evaluate how well you are currently applying these five best practices to support effective career dialogue.

<i>I make a conscious effort to...</i>	1 Never				5 Always
1. Document formal and informal career conversations with others.	1	2	3	4	5
2. Summarize notes to highlight themes, commitments and actions.	1	2	3	4	5
3. Routinely review career development notes on each employee.	1	2	3	4	5
TOTAL: Remind yourself					
	1 Never				5 Always
4. Recognize those who take obvious steps toward their career goals.	1	2	3	4	5
5. Link small acts and behaviors to an employee's career development objective.	1	2	3	4	5
6. Celebrate and communicate with others key achievements that support career development.	1	2	3	4	5
TOTAL: Highlight progress					
	1 Never				5 Always
7. Remind employees of their career development goals and actions.	1	2	3	4	5
8. Balance support with letting others take the lead around career development actions.	1	2	3	4	5
9. Encourage employees to generate solutions to their own problems and challenges.	1	2	3	4	5
TOTAL: Build accountability					

I make a conscious effort to...

	1 Never				5 Always
10. Follow up on the development action employees take to discuss what was learned.	1	2	3	4	5
11. Encourage others to reflect on how what they've learned supports their work and career development.	1	2	3	4	5
12. Facilitate the sharing of learning as a result of development activities throughout my area/department.	1	2	3	4	5

TOTAL: Optimize learning

	1 Never				5 Always
13. Consciously work at deepening my understanding of employees and their evolving strengths, talents and opportunities to improve and grow.	1	2	3	4	5
14. Engage in ongoing career conversations throughout the year.	1	2	3	4	5
15. Find ways to link career goals and actions to what's happening in the workplace.	1	2	3	4	5

TOTAL: Keep talking

TOTAL for all five subtotals to determine your overall strength at sustaining the effort.:

68 to 75

You have a natural capacity to support the ongoing efforts of your employees to grow and develop.

Continue to consciously leverage your strengths.

61 to 67

You demonstrate many of the behaviors that will ensure that those around you grow and develop.

Enhance your current efforts by looking back over the survey and focusing greater attention on those individual items that received lower scores.

53 to 60

You are doing many things well, but you may not be doing enough to make the most of talent review and career conversations.

Look back over the survey and focus on the one or two areas receiving the lowest scores.

52 and lower

Your current efforts will not be sufficient to ensure that the investment you make in talent review and career conversations pays off.

Seek out feedback to discuss the results of this survey. And create a plan for yourself so you can develop in this area and support your employees in their development efforts.

Continue to the next pages to learn more about what your individual sub-category totals might mean and steps you can take.

SUSTAINING THE EFFORT

To ensure that the career conversations you engage in produce the best possible results, leverage these five best practices for sustaining the effort and helping others grow.

Remind yourself



Given the numerous priorities and volume of work, it's easy to become buried in a sea of urgency. As a result, it's critical for you, as the manager, to keep the development focus of your employees front of mind.

If you review the development plans of employees every month, you'll be in a powerful position to support their development and help them keep it front of mind as well.

Highlight progress



When you are aware of the development plans of others, you're much more able to recognize the work they are doing in that regard. Motivate your employees on a daily basis recognizing when they are taking action to support their career goals and development.

Drawing attention to it reminds employees of the commitments they made. It links the work they're doing to the bigger picture. And it lets them know that this is critically important to you as well.

Build accountability



Employees own their own development; but most people need some help to internalize this idea. As a result, let them take the lead (with your support).

Make an introduction but encourage them to take it from there. When employees bring you a problem, help them come to their own solution versus providing the answer. Holding others accountable for their development builds ownership and reinforces employees' role in their careers.

Optimize learning



The range of development actions that employees will take for their career development objectives, will offer tremendous opportunities for learning and insights. But for many, these insights will pass unnoticed without help from others.

Support employees in extracting maximum benefit from each developmental action or activity by debriefing it and unpacking the learning it afforded.

Keep talking



Career development is not a 'one and done' activity. It requires ongoing attention throughout time. Make it a priority to continue to learn about all employees as they grow and evolve over the course of their careers.

Engage in short conversations that tease out new interests, strengths and motivators. Find ways to infuse a career development focus in routine occurrences and interactions.